

MAY 12 1958

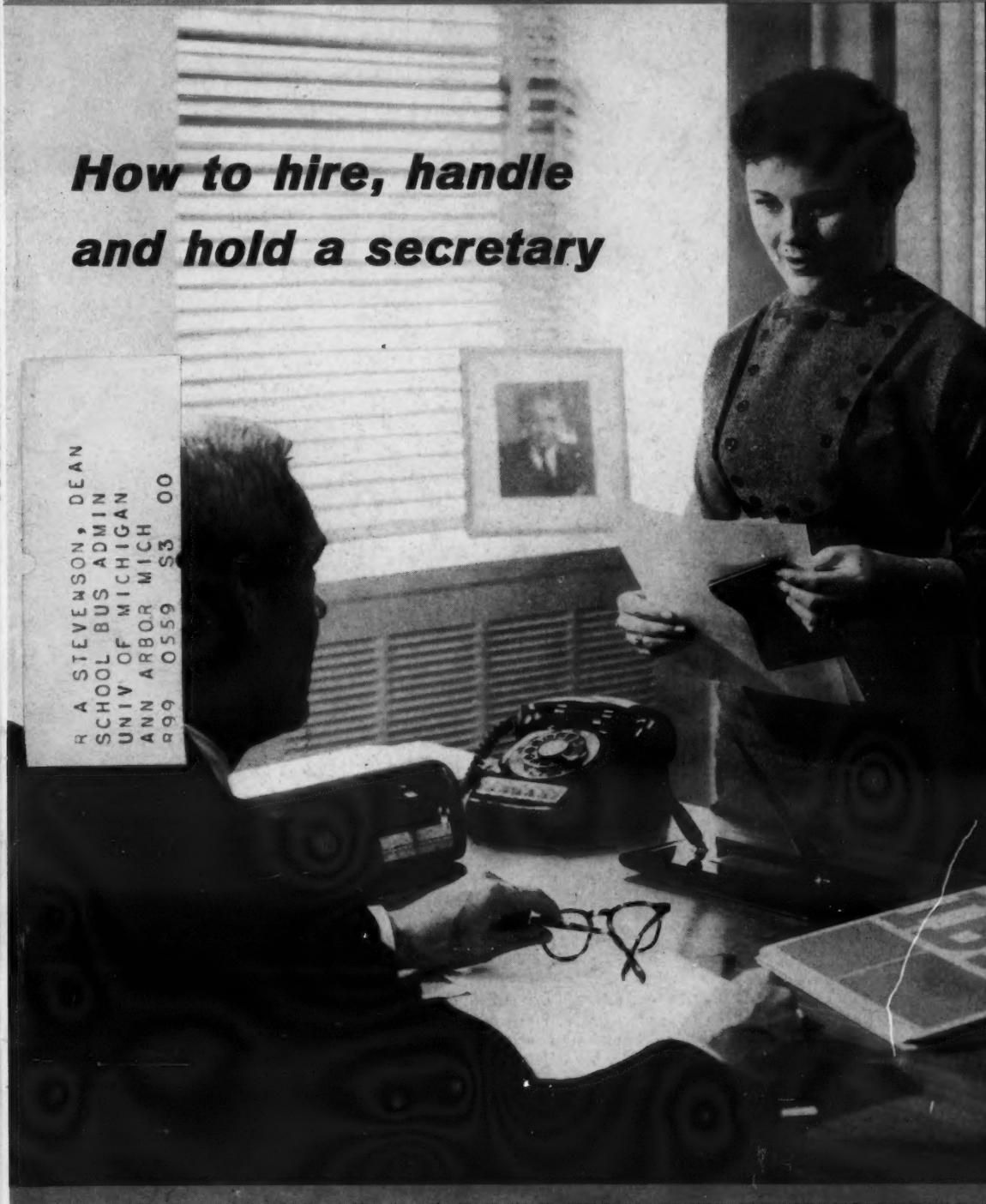
MANAGEMENT METHODS

MAY 1958

PRACTICAL SOLUTIONS TO ADMINISTRATIVE PROBLEMS

How to hire, handle and hold a secretary

R A STEVENSON, DEAN
SCHOOL BUS ADMIN
UNIV OF MICHIGAN
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The dean and placement director of Katharine Gibbs School discuss these problems:

The big causes of secretary turnover

Is your secretary right for you?

How to help her increase her value

Common mistakes in hiring practices

How to handle the discipline problem

How to give a girl a raise

Tactics that send a secretary scurrying

What about working conditions?

What fringes are most attractive?

What a secretary looks for in her job—and boss

Cost savers you can use right now
Watch out for wage incentives!

PAGE 34

PAGE 37



Left to right: 817 Right-Arm Chair; 815 Armless Center Section; 818 Corner Table; 816 Left-Arm Chair; 819 Club Table; 825-W Club Chair; 820 End Table.

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(For more information, see last page)



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carload in Cleveland—*

**in Memphis
his magic
missed!**

Memphis was a soft-spot in the sales of this manufacturer's underarm deodorants. Yet Memphis is a better year-round deodorant market than Cleveland. So what was more logical, thought the general sales-manager, than transferring Dick Starkler, with his fabulous Cleveland record, to Memphis—?

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MANAGEMENT METHODS

MANAGEMENT METHODS

MAY 1958 • VOLUME 14 NO. 2

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COVER: This month's cover shows IBM Corp. secretary Anne K. Heath with Joseph Warren, IBM's special departments manager, Eastern Regional Office, Data Processing Division. Photo by Shelly Smith Studios, New York.

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You really have to see what DuMont Industrial Television can do for you to believe it. This equipment is packaged, proved, ready-to-operate business equipment that can save you time, money and at the same time increase your operating efficiencies. Don't waste time — start benefiting from this newest business tool right away. Ask for a demonstration and see for yourself...



Unretouched photo of DuMont IT in bank installation, showing statement reproduced on picture screen. At left, actual size of figures on 8" screen.



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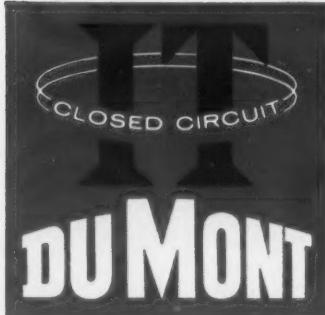
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(For more information, see last page)

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(For more information, see last page)



Melvin C. Holm, Vice President and Treasurer, Carrier Corporation

"Moore forms helped us cut inventory 18%"

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A new Planning and Production Control System gives Carrier Corporation a competitive edge by speeding shipment of its air conditioning units. Sales forecasts — the first stage of production planning — are faster and closer to the market picture with scientifically designed forms that organize and expedite paperwork. Determining material and manpower requirements follows the forecast.

Next a Parts Requirement Record, run off from punched cards and using an IBM 650 computer, schedules quantities of components and completion dates. Parts arrive on staggered schedule for uninterrupted work flow. The Record is a 4-part Moore continuous form, the fast-moving Speediflo. It is the company's control in print.

This kind of automated control keeps inventories to a

minimum and reduces warehouse footage. It has released capital for other uses and reduced seasonal loan requirements. Overproduction is less likely since forecasts are up-to-date. Slowdowns caused by late or missing parts are minimized. Earlier deliveries can be promised — and met.

The Moore man helped in scientific design of procedures and forms tailored to this Automated Data Processing (ADP) system. For more examples of form-system improvement, write on your letterhead to the Moore office nearest you.

MOORE BUSINESS FORMS, INC., Niagara Falls, N. Y., Denton, Tex., Emeryville, Calif. Over 300 offices and factories throughout U. S., Canada, Mexico, Caribbean, Central America.



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(For more information, see last page)

Improved Reliability in Electronic Data Processing: the DATAmatic 1000 Recording System

In building the DATAmatic 1000, Honeywell engineers recognized that both high reliability and greater speed were necessary to meet the requirements of an advanced business data processing system.

One of the most important steps in reaching this goal was the design of a magnetic recording system different in several major respects from conventional systems.

First, a "frequency modulation" recording technique was developed wherein the time between pulses rather than the amplitude of the pulses is used to represent information on tape. Thus, much wider variations in the amplitude of playback signals can be accommodated without error.

A tape transport mechanism was designed and constructed utilizing vacuum capstans, brakes and loop chambers to provide fast, positive starts and stops. With this method, only the reading-recording head comes in contact with the oxide surface of the tape, eliminating damaging abrasion by other parts of the transport mechanism. There are no pinch rollers to cause wear, flaking, dust embedment or other common forms of deterioration leading to tape errors.

The use of three-inch-wide magnetic tape provides a very high data storage capacity and information transfer rate, while retaining conservative values of linear tape speed and pulse density. This tape carries 31 channels of information, plus three channels of pre-recorded magnetic block marks. Information is recorded or read serially along all 31 channels simultaneously. A full reel of tape is 2,700 feet long, contains 50,000 blocks and has a capacity of 37,200,000 decimal digits.

As the tape moves in a forward direction, information is recorded in alternate blocks to provide start-stop areas. When the end of tape is reached, tape motion is reversed automatically and recording continues in the previously unused blocks. This interlacing technique not only provides high utilization of the recording surface, but also eliminates rewinding.

Communication between a magnetic tape and

the central computer takes place at the sustained average rate of 60,000 decimal digits per second, corresponding to an instantaneous data transfer rate of better than 120,000 decimal digits per second.

The added capacity of DATAmatic magnetic tape obviously reduces the number of tapes in a given file. This, in turn, reduces the number of tape changing operations required and thus minimizes the manual handling of valuable tape records. For some applications a full day's operation can be performed without any tape changes at all. Furthermore, the extra width and strength of the Mylar plastic base of this tape make it virtually unbreakable. Yet, a full reel weighs only 24 pounds.

The use of pre-established blocks permits highly efficient file maintenance. Since only those portions of the tape record which require change need be altered, unnecessary transcription of the remaining information is eliminated.

Finally, all DATAmatic magnetic tape undergoes a testing and certifying process which assures that tape delivered to a customer is functionally perfect. The unique blockmark system enables the certifying equipment to magnetically exclude specific regions of tape without structurally affecting the tape. This means that magnetic imperfections, which might otherwise cause rejection of the entire roll, can be completely circumvented — an economic advantage which is obvious and considerable.

These unmatched speeds, capacities and reliability of magnetic recording are typical of the engineering breakthroughs achieved throughout the DATAmatic 1000. For a detailed description of the many advanced features of this System, write DATAmatic Division, Dept. M5, Newton Highlands 61, Massachusetts.

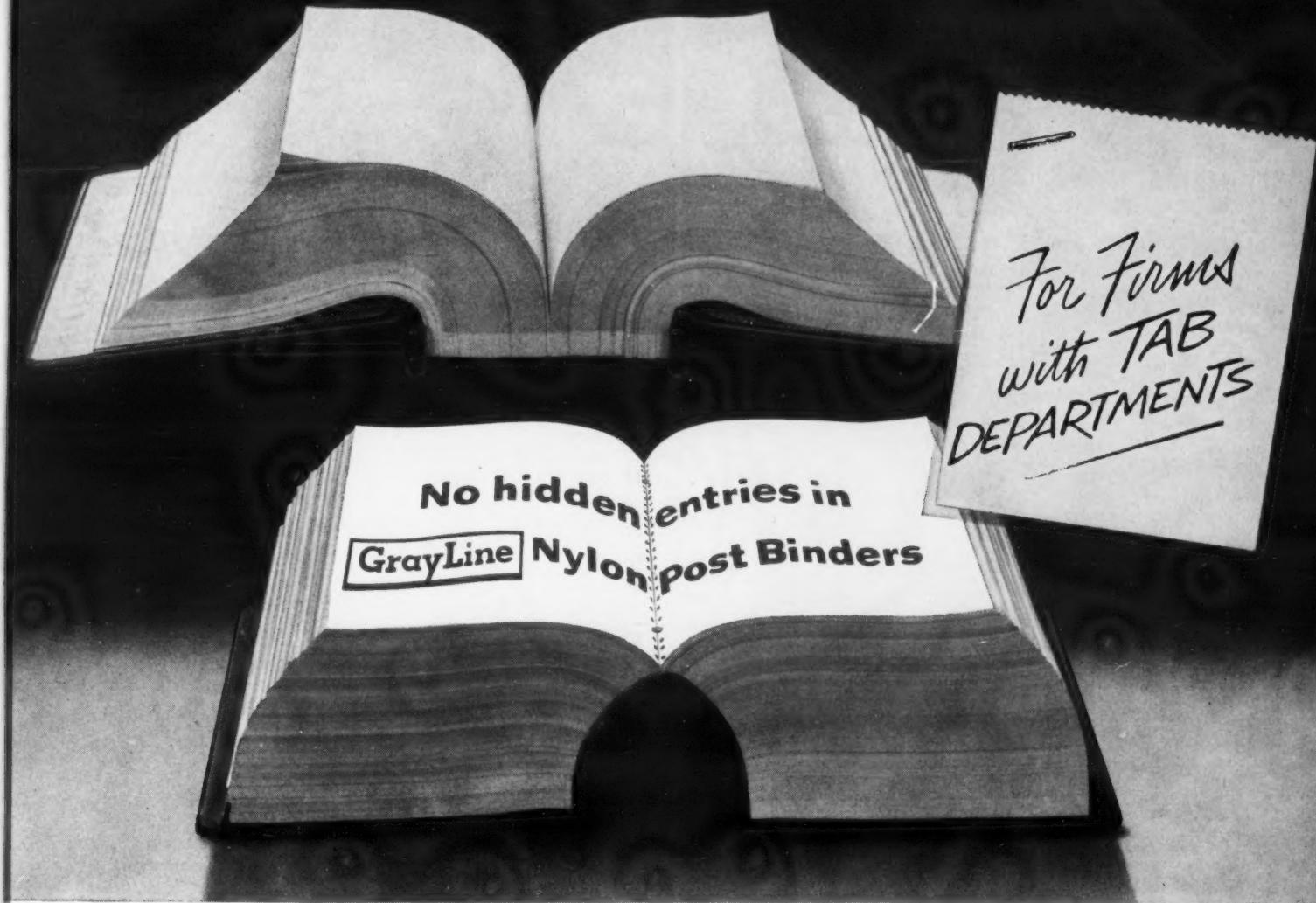
Honeywell



DATAmatic

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(For more information, see last page)



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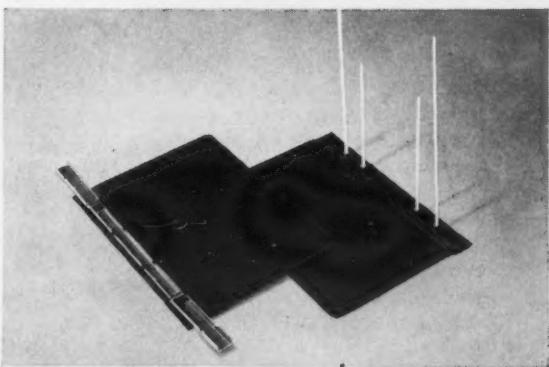
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A comprehensive study of skilled manpower shortages is offered in a 57-page book by The W. E. Upjohn Institute for Community Research. Although the report is based on a survey of 27 Kalamazoo, Mich. companies, the implications and recommendations are generally applicable nationally.

Chapters give thorough coverage to the various aspects and practices of recruiting, selection and training methods and needs. Concrete suggestions in alleviating skilled manpower shortages are detailed. Implications and impact of such shortages on both community and individual companies are discussed.

For a free copy, circle number 617 on the Reader Service Card.

Scholarship administration aid

Here's help for operating an independent scholarship program without the usual attendant administrative problems.

The brochure, prepared by Educational Testing Service, reviews the benefits, formulation and implementation of company sponsored scholarships. This national service provides immediate and long range counsel in testing, planning, administering and improving student education plans.

The presentation includes a representative listing of the more than 150 companies now using this non-profit service for carrying out corporate scholarship programs.

For a free copy, circle number 618 on the Reader Service Card.

Free film on list compilation

A 16-minute color motion picture points up the advantages of using Flexoprint rather than typesetting to

These booklets—promotional and otherwise—contain ideas of possible profit to you. For free copies, simply circle corresponding key numbers on the Reader Service Card in back of issue.

produce or revise lists of all kinds. Prepared by Remington Rand, free viewing of the film is offered to anyone concerned with list compiling. It demonstrates the time, cost and work saving features of this method.

For a descriptive folder, circle number 619 on the Reader Service Card.

Recession measures evaluated

"Is This the Time to Run for Cover?" is the timely topic of a report to management issued by the Research Institute of America.

It charts a safe and profitable course to take in recession periods. The 12 most common and potentially dangerous "defensive" measures adopted by executives are discussed.

For a free copy, circle number 625 on the Reader Service Card.

ASA approved standards

American Standards Association has issued a 67-page book listing 1,723 voluntary national standards. All standards given were developed by national technical committees and approved by the ASA.

The publication covers five types of standards: 1) definitions, terminology, symbols and abbreviations; 2) standards for materials, performance characteristics, procedure and methods of rating; 3) methods of testing and analysis; 4) standards of size, weight, volume and rating; and 5) standards of practice, health and building construction.

For a free copy, circle number 623 on the Reader Service Card.

Job time computing cut

"Editing, Control and Computing of Job Pay Time with the Univac 120" is a new 41-page manual by Remington Rand. In detail it describes how job time can be automatically calculated and reconciled with attendance time on this punched card electronic computer.

It is a complete programming guide and includes sample program charts and wiring diagrams for program and input-output panels. A detailed explanation is given of 39 programming steps.

For a free manual, circle number 615 on the Reader Service Card.

For better inventory control

Just released by the Research Institute of America is a report to management, "Plugging Profit Leaks—Inventory Controls."

At current profit rates, the report points out, an inventory shortage of only 2% can eat up all the profit on more than \$100,000 in sales. Data presented is designed to help executives update controls and pare stocks.

For a free copy, circle number 624 on the Reader Service Card.

How to trim your office staff

Profit protection through a new management technique in cost controls is outlined in a booklet by Manpower, Inc.

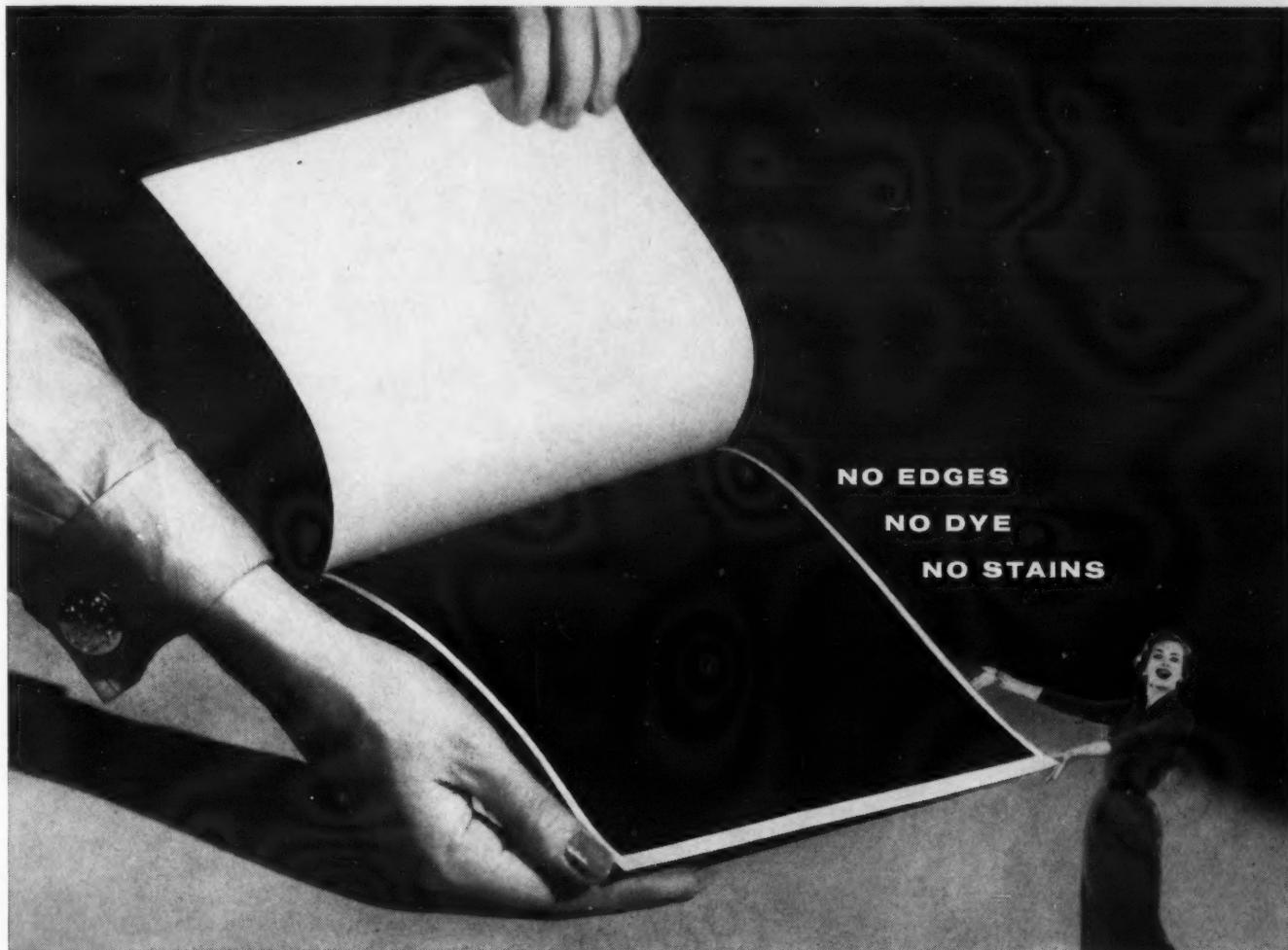
Entitled "The Controlled Overhead Plan," it details substantial overhead savings that can be effected by using temporary personnel, equipment and other facilities provided by Manpower, Inc. and similar organizations. The booklet gives breakdowns on savings in fringe benefits, record-keeping, turnover, workmen's and unemployment compensation costs.

Under this system, business firms keep their staff, space and equipment at the minimum level necessary for routine operation, paying for additional personnel and machines only when needed for peaks.

For this free booklet, circle number 622 on the Reader Service Card.

NOTE: Other editorial items and most advertisements in this issue are key coded for your convenience. Use Reader Service Card to request additional details.

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Dyed edges of the master—long the biggest source of stains, smears and annoyance in spirit duplicating—have been eliminated by Columbia's new Classic Ready-Master Unit.

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The new Classic Ready-Master Unit incorporates these

additional features: Tru-Guide Indicia, Tempflo Super-coating and Folded Construction . . . additional guarantees of long, brilliant runs and re-runs!

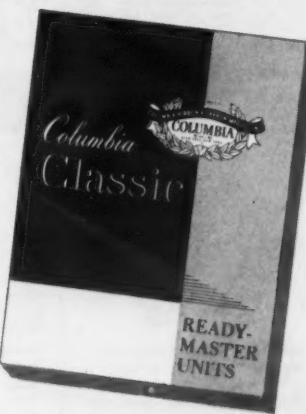
FREE SAMPLE—See for yourself the new cleanliness new Classic Ready-Masters will bring to your spirit duplicating. For free sample write, using company letterhead: Columbia Ribbon & Carbon Mfg. Co., Inc., 825 Herb Hill Road, Glen Cove, N.Y.

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LETTERS TO THE EDITOR

Best read

SIR: We thought you'd be interested in knowing that the interview with Edward Swayduck, "How to win cooperation from your union" [MM, Nov. '57], which you allowed us to reprint in our January 6 issue, was among the articles surveyed by the Mills Shepard organization.

Among the readers questioned, 78% mentioned seeing the story, 65% read part of it and 44% read it thoroughly. This was the second highest readership for any feature article in this issue of *Railway Age*.

JOE W. KIZZIA
EXECUTIVE EDITOR
RAILWAY AGE
NEW YORK

■ Not only did this interview score high with Railway Age readers, but response from MANAGEMENT METHODS readers also showed unusual interest. This seems to indicate new emphasis on good union-management relations.

EDITOR

Industry aid to education

SIR: Our company and individuals within it have been very interested in "The Tulsa Plan" of industry-education cooperation [MM, March '58], and believe it has some very definite values.

We would like to commend you for trying to encourage, through this article, similar cooperative efforts in other cities.

A. G. FIEDLER, JR.
PAN AMERICAN PETROLEUM CORP.
TULSA

The Shreveport Plan

SIR: After reading your excellent article on the very fine "Tulsa Plan" of business aid to education [MM, March '58], I thought you might be interested in a survey recently made among all the science teachers in the state of Louisiana.

More than 94% of them said they are vitally interested in receiving help from industry. We conducted the survey by distributing questionnaires to all science teachers attending the Loui-

siana State Teachers' Association convention in connection with our own program here in Shreveport. Ours parallels the Tulsa Plan in many respects, except that we are concerned solely with the field of science and math, whereas Tulsa's combined business talent helps the schools in many areas.

Our program, launched two years ago, is conducted by the Science Education Council, made up of 23 scientific professional societies, the superintendents of schools in three parishes [counties], 10 civic and women's clubs, and 50 business and industrial firms. It is supported by the local Chamber of Commerce and the local newspapers. In addition, we are successfully stimulating the formation of similar programs elsewhere in Louisiana.

In our survey of teachers, we found that 94% of them felt the teaching of science would be greatly enhanced by organized help from business and industrial firms.

Although some of the teachers said they felt their communities lacked either the interest or the industry necessary to conduct such a program, the majority of them were enthusiastic. Teachers from industrial areas said that while assistance was available, it usually had to be sought out and organized. A program which offered a common pool of aid would avoid considerable duplication of effort, they said. Others viewed it as a beneficial link between the schools and the public, vital to public understanding of the needs of science.

One teacher, however, cautioned against allowing industrial management to influence school policy.

The teachers who took part in the survey overwhelmingly (between 66% and 94%) endorsed as worthwhile all the points of our present program which include:

1. Library of industry-published teacher aids and career pamphlets.
2. A guest teacher service.
3. PTA panel discussions.
4. Support of regional and school science fairs.
5. A summer science theater.
6. Television programs.
7. Scholarship assistance.
8. Career counseling by local scientists.
9. Talks to civic clubs.

They were equally enthusiastic about some of our proposed programs which include:

1. Sponsorship of science seminars for teachers.
2. Inviting teachers to scientific society meetings.
3. Sponsoring a science teachers' day.
4. Recognition for outstanding math and science teachers.
5. Providing funds for schools which want to administer educational development testing.

The teachers even had a few sug-



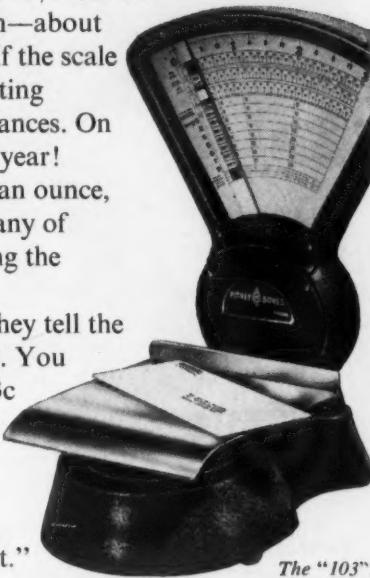
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gestions of their own. Among them:

1. Assisting schools in obtaining resource material.
2. More television programs.
3. Additional publicity on the value and need of scientific background.
4. Provide a list of scientists available to assist students with projects.
5. Help science teachers obtain demonstration equipment.
6. Provide money for science teacher salaries.
7. Emphasize missiles and rockets at science fairs.
8. Help science teachers obtain summer employment.
9. Develop a program of field trips to industrial plants.
10. Outline a complete program of work on a 12-month basis and provide the assistance to carry it out.

Obviously, educators look favorably on receiving all the sincere offers of assistance they can get from business.

L. C. BARRY, PRESIDENT
SCIENCE EDUCATION COUNCIL
SHREVEPORT, LA.

Sharp-eyed readers

SIR: For the company's sake, I hope that the new label design shown for Kretschmer Wheat Germ on page 59 of your March 1958 issue [see cut] is not the one that's being used nation-



ally. The company name is misspelled, or so it looks to me. Or did they change the name to Kretchmer?

MARGARET ROBINSON
GODWIN ADVERTISING AGENCY
JACKSON, MISS.

SIR: It must be frustrating to design an outstanding label, embark on a national advertising campaign and discover the trade name is misspelled.

ARTHUR K. BERGER
NEW YORK CITY

■ MM has a number of sharp-eyed readers who spotted the discrepancy in the spelling of the brand name on the old and new labels shown in our illustration. Actually, the product name was intentionally changed from "Kretschmer" to "Kretchmer" as a bow to phonetic spelling and simplicity.

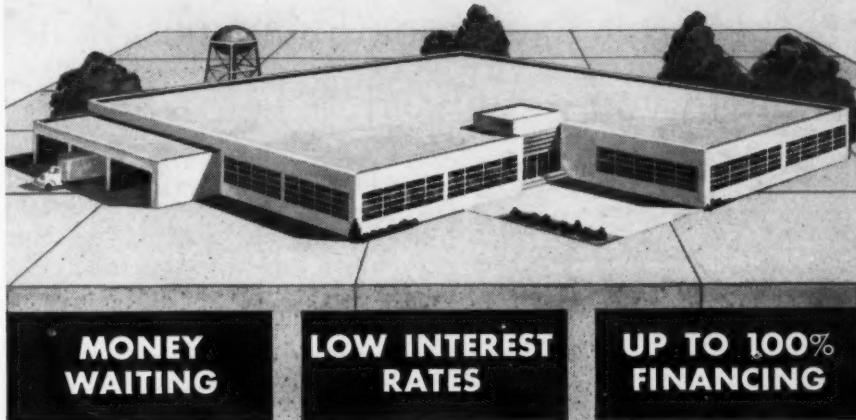
EDITOR

MAY 1958

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By Benjamin Newman

Tax Attorney, Koenig and Bachner, New York

THE QUESTION

A taxpayer files his estimated tax declarations on time, but fails to make timely installment payments of the tax. Is he subject to a penalty?

THE FACTS—A partner in a New York City stock brokerage firm filed individual tax returns on a cash basis for 1951 and 1952. The partnership was in a precarious financial position for those years. Despite these difficulties, this partner's net income was \$21,827 and \$16,339 respectively.

He filed declarations of estimated tax for 1951 and 1952 at the proper times, but only the first installment for 1951 was paid on time. This taxpayer eventually did pay all installments, plus interest. However, the Commissioner of Internal Revenue determined additions to the tax (\$170.80 for 1951 and \$152.88 for 1952) for failure to pay the installments within the time prescribed by law.

THE RULING—The Internal Revenue Code provides that an addition to the tax shall be imposed for failure to make timely payments of

the installments unless a reasonable cause and lack of wilful neglect can be shown. In this case, the taxpayer argued that he failed to meet the installment payments because of a lack of funds resulting from business difficulties and that such lack of funds constituted "reasonable cause."

The Tax Court, in reviewing this case, found the taxpayer had made various expenditures for mortgages, business, pleasure and charitable causes. The taxpayer should have shown greater wisdom in allocating his income to provide sufficient funds for timely payment of taxes, said the court. He may not place taxes at the bottom of his list of obligations. The court ruled that the taxpayer did not clearly show a lack of funds and was subjected to additions to his tax. (*John C. Hefernan vs. Commissioner of Internal Revenue, U. S. Tax Court, decided Oct. 31, 1957.*)

THE QUESTION

Does failure to file a tax return indicate an intent to evade taxes, constituting fraud?

THE FACTS—After paying income tax for the years 1934, 1935 and 1936, an individual ceased paying tax and filing returns during the following nine years. He gave as his reason for failure to pay taxes his belief that the government was wasting the money it obtained by taxation.

This non-taxpayer died in 1954. It was conceded by his executrix that the deceased owed the government taxes due for the nine year period, as well as a 25% penalty for willful neglect to file returns and a 10% penalty for failure

to file declarations of estimated tax. She balked, however, at paying a 50% penalty for fraud. His refusal to comply with the tax law had been open rather than evasive, his executrix claimed. Therefore, he was not guilty of fraud.

THE RULING—Open defiance of a law may or may not amount to fraud, depending upon the circumstances of the particular case, said the U. S. Court of Appeals. Where a taxpayer honestly but mistakenly thought his income was not taxable, he would not have been guilty of fraud in failing to pay taxes.

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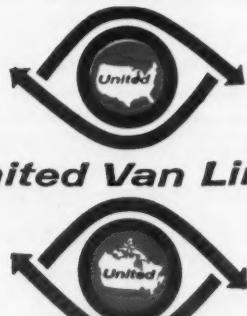


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But where, as here, a taxpayer knew his income was subject to tax (as evidenced by his filing returns for 1934, 1935 and 1936) and nevertheless refused to file returns or pay his taxes, then the government was correct in inferring that his conduct also was fraudulent. Consistent substantial understatements of income for several years, or knowingly refusing to make any statement of income, is highly persuasive evidence of intent to defraud the government. Accordingly, a taxpayer is deemed guilty of intent to defraud the government and his estate must pay the 50% fraud penalty. (*Powell, etc. vs. District Director of Internal Revenue*, U. S. Court of Appeals, Ninth Circuit, decided Jan. 13, 1958.)

THE QUESTION

Is the receipt of an automobile, intended as a gift, taxable to the recipient?

THE FACTS—Two friends headed Metal Company A and Metal Company B, respectively. The first president, as a favor, furnished President B with leads that resulted in new business for Company B. The latter company later gave President A a Cadillac. A question arose as to whether the value of the Cadillac was income taxable to President A, or a gift on which he, as the recipient, pays no tax. President A argued that he was not an employee of Metal Company B and that he accepted the car because of the insistence by the president of Metal Company B that it was a gift.

THE RULING—The Cadillac was held to be income taxable to President A. Although it was true that Company B owed no legal obligation to President A, the Cadillac could nonetheless be considered compensation within the meaning of the Internal Revenue Code. President B's statement that the car was a gift to his friend from his company was refuted by the company's books, which listed the car as a "finder's fee" and business expense. (*Duberstein, etc. vs. Commissioner of Internal Revenue*, U. S. Tax Court, decided January 17, 1958.)

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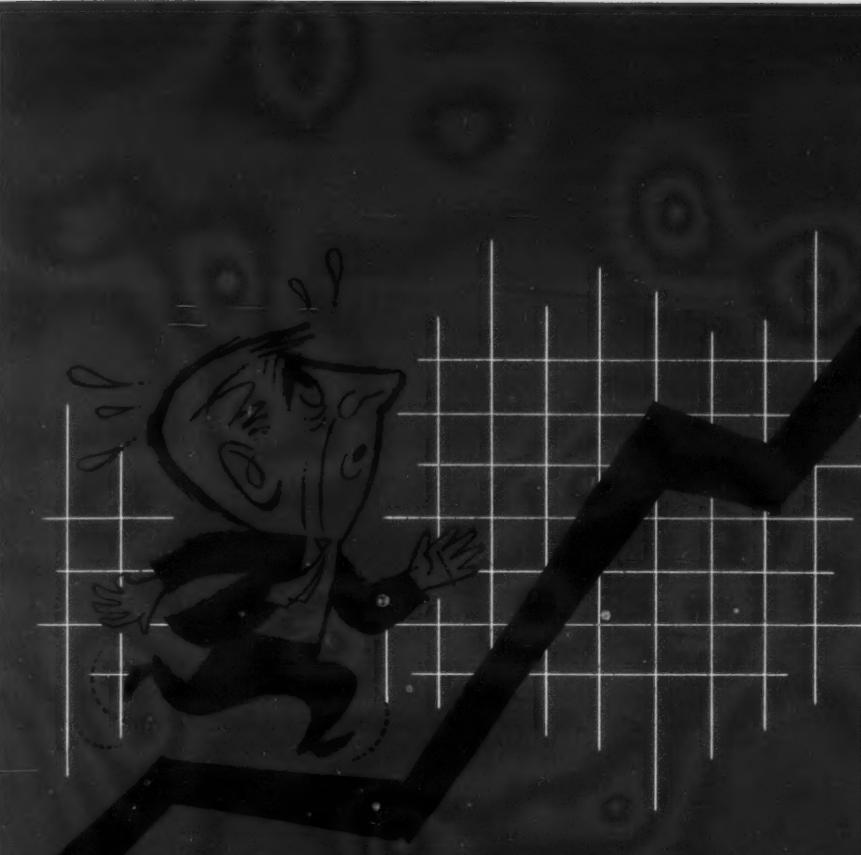
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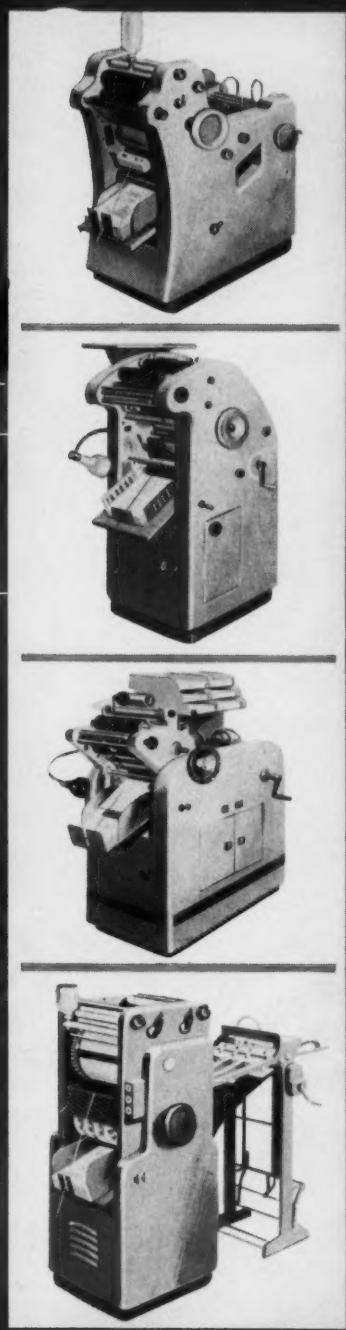


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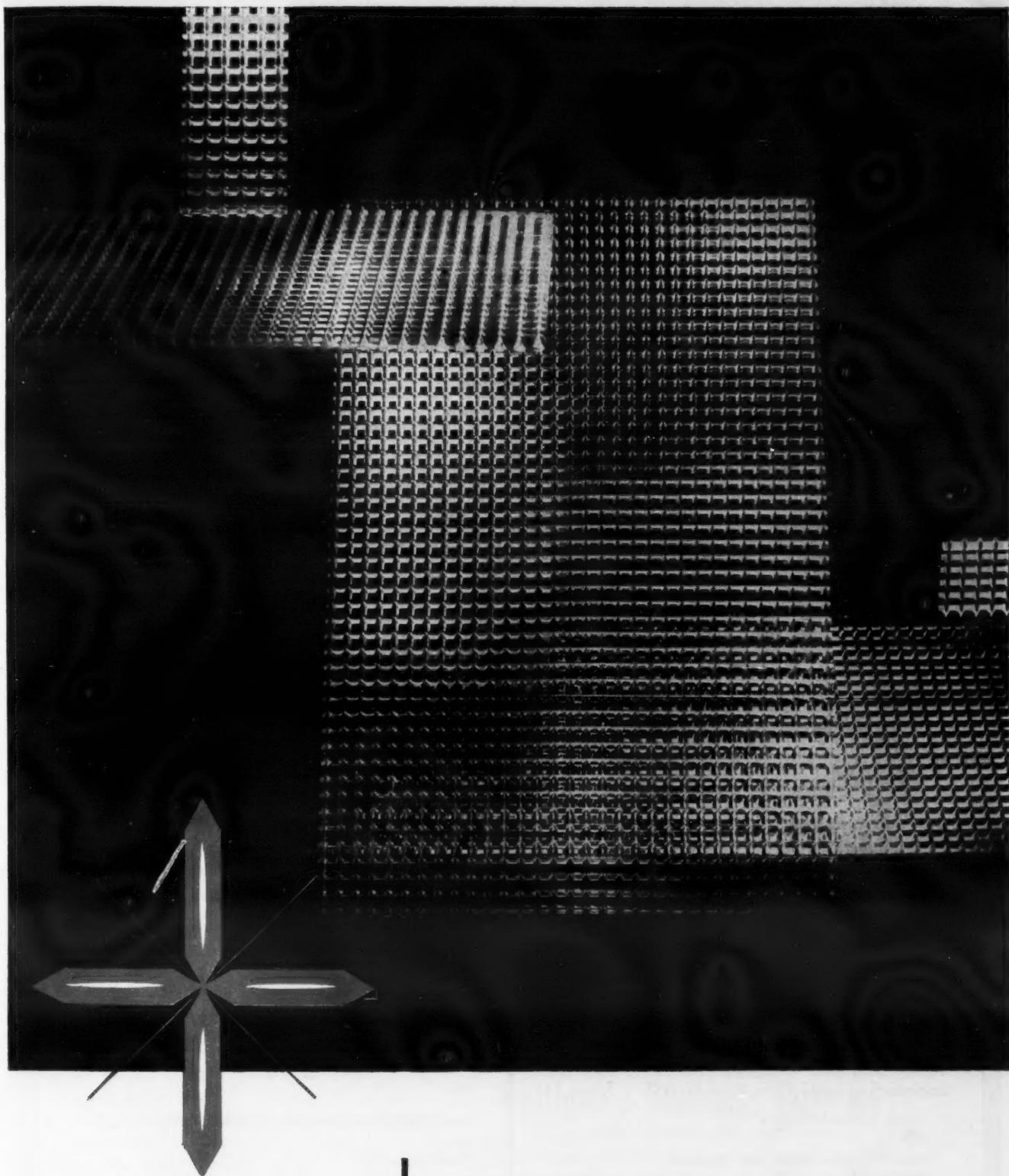
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(For more information, see last page)

How management is waging the war

To save profits, or merely to take advantage of the psychology of the times, most firms are striking out against needless costs. Result: permanent cost cuts of as much as 10% or more.

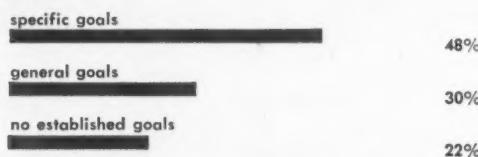
Nearly four companies in five are spearheading attacks on their costs right now.

Some are concentrating their fire on specific targets, such as indirect labor or purchasing procedures. More, however, are probing for overhead and operating

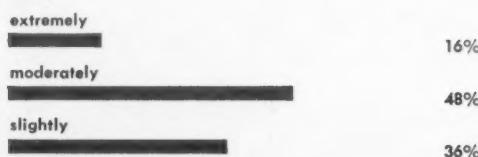
WHAT THEY SAID

In a sampling of MM readers, 78% said they have made efforts to reduce costs and increase efficiency because of the recession. Here is what these firms said about their programs:

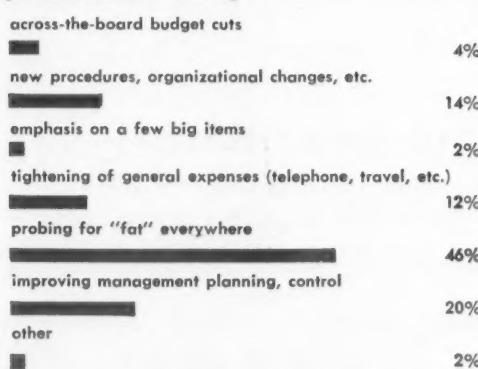
Does your program include specific cost reduction goals?



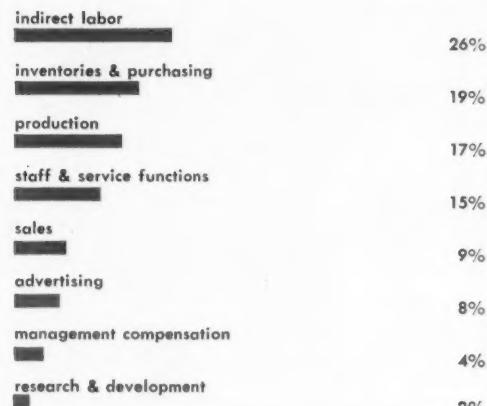
Have your cost reduction efforts been successful so far?



Which item best describes your company's basic approach to cost cutting?



What three areas have been most strongly affected by your cost reduction efforts? (percentages represent cumulative totals)



Has your cost cutting program resulted in the release of any company personnel?



Would you say your present savings could actually have been achieved a year ago?



on costs

waste everywhere, aiming to sweat off—or slice off—the fat that has accumulated as a natural by-product of the boom years.

Through aggressive campaigns, over-all costs are being literally decimated in some cases, and the majority of the cost cutting companies are capturing savings of 6% or more.

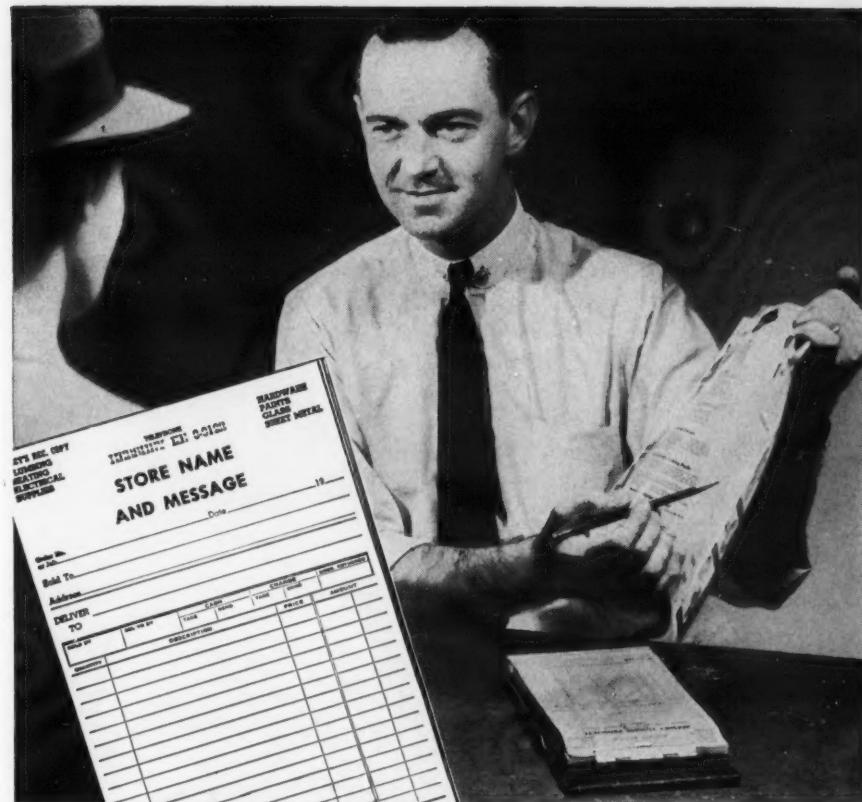
These are just a few of the series of facts revealed in an analysis of survey returns from a sampling of MANAGEMENT METHODS readers around the country.

Understandably, many of the firms have declared war on costs as a self-preservation measure. For example, of the 78% of the survey respondents who said they have undertaken cost cutting efforts in line with the present business slump, half predicted that their sales will be down this year, and nearly two-thirds said their profits will be off.

On the other hand, many firms not seriously affected by the slump are taking advantage of the psychology of the times to shake waste and inefficiency out of their operations.

Somewhat surprisingly, some of the companies that are suffering directly from the recession are exerting no efforts to save their profits through cost cutting. Of the survey respondents who said they are not concerned with efforts to reduce costs, 20% admitted their sales are slipping this year, and 36% said their profits are slipping.

Does it take a negative turn of business conditions to stimulate management to cost cutting action? There are some indications that it does. For example, of the firms that are cutting costs now, 52% conceded that the present savings could actually have been effected a year ago. Only 24% said the savings could not have



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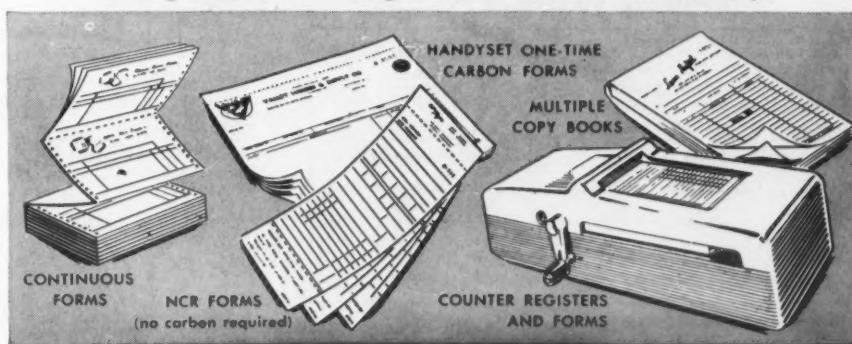
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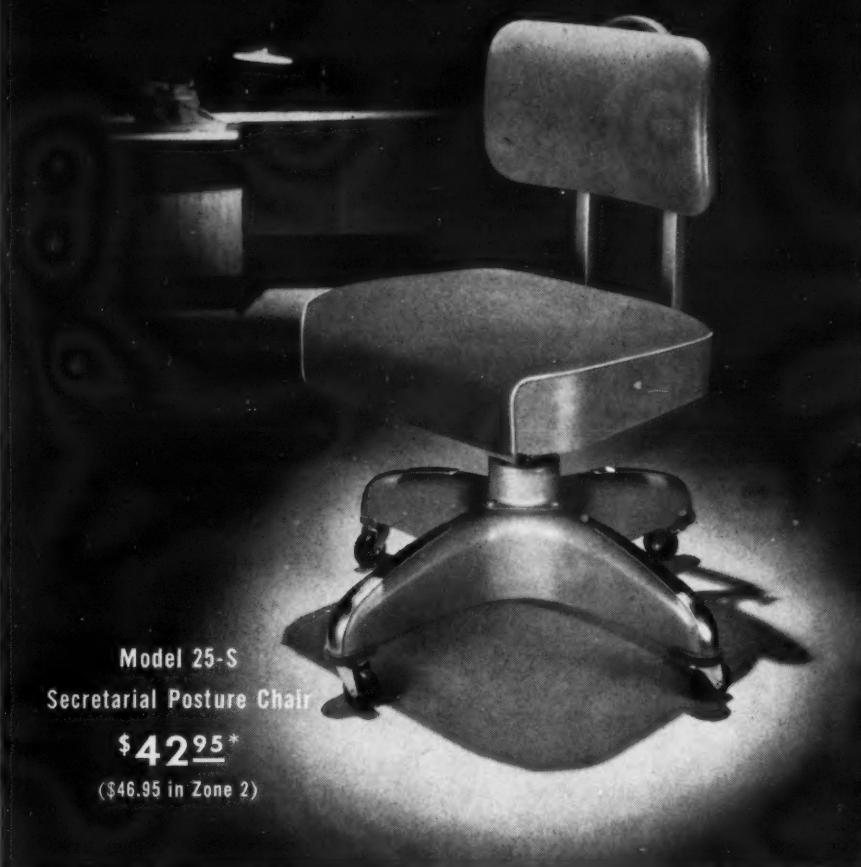
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been made then; the rest said they weren't sure.

On the other hand, there are some indications that during favorable periods of business expansion and growth, management's hands are tied as far as major cost cutting efforts are concerned.

Said one vice president: "A year ago I couldn't have whipped up much enthusiasm for a real cost cutting campaign. The union would have resisted, the rank and file would have dragged their feet, and I think even many of the men in our management group would have resisted the idea, because of the generally expansive attitude of the times. Now that the picture has changed, unions, workers and executives alike have accepted cost cutting as a fact of life."

MANAGEMENT METHODS asked its readers if their rank and file people are more conscious of costs

Would you say that the rank and file in your company are more conscious of costs now than they were a year ago?

yes	80%
no	12.5%
don't know	7.5%

now than they were a year ago. The answer was strongly affirmative: 80% said yes, 12.5% said no, and 7.5% said they didn't know.

A significant number of companies have found that you have to spend money to save money. The MM survey contained this question: Has the recession resulted in your company actually making capital expenditures now, such as for machinery to increase efficiency? Nearly one in four of the total number of respondents said they have made such expenditures. At the same time, a slightly larger number said they have cancelled or postponed capital expenditures as a result of the recession.

Release of company personnel is a fairly common occurrence in today's kind of cost cutting program. Nearly three-fourths of the firms that have set out to reduce their expenses have released people, the survey shows. In most cases, however, the dismissals ap-



parently have been highly selective. Some firms are using the business slump as the occasion to filter out deadwood and others who are not pulling their weight, then going out into the presently loosened manpower market to obtain fewer but more highly qualified personnel.

For your company, do you feel that 1958 will be as good a year as 1957?

a. In terms of sales:

yes 57%

no 43%

b. In terms of profits:

yes 44%

no 56%

Not only is the weeding out and replacement of personnel highly selective; the over-all approach to cost cutting is more pinpointed than has been the case in previous periods of business stress, the survey shows.

Across-the-board slashing of budgets, a not infrequent method in past years, has been used now by only a fraction of MM's survey respondents. Firms realize they can more often get better, more positive results by improving management planning and control, by creating improved procedures, and by making efficient organizational changes—rather than simply wielding the axe indiscriminately.

In addition to these positive steps, however, a fair number of firms have found that they can produce worthwhile savings by a general tightening up of over-all expenses—such as telephone, travel, entertainment—and by promoting a general and strong cost consciousness among all company personnel.

Relatively few firms have been concentrating their cost cutting efforts in the areas of sales and advertising (9% and 8%, respectively). Even fewer, according to the survey, have tampered with management compensation—only 4%. The survey showed research and development to be the area least affected by major cost cutting. This finding seems to represent evidence of faith in a fairly rapid business comeback.

Most of the firms that have

→ 603/000

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undertaken cost cutting programs have done so with specific or at least general goals in mind. Only 22% said that no goals have been established.

About half of the cost cutting firms said their programs have been moderately successful so far.

Has your company cancelled or postponed any capital expenditures as a result of the recession?

yes	27%
no	73%

Has the recession resulted in your company actually making capital expenditures now (such as for machinery to increase efficiency)?

yes	22%
no	78%

An additional 16% said their programs have been extremely successful. Not a single respondent confessed to no success in the cost cutting program, but 36% said results have been slight.

Balancing this, however, one in five of the cost cutting firms said they have saved—or expect to save—more than 10% of their over-all costs as a result of their efforts. An even larger number—one in

What estimated percentage of your over-all costs has been, or is expected to be, saved as a result of your company's cost cutting effort?

1-2%	14%
3-5%	34%
6-8%	26%
9-10%	6%
more than 10%	20%

Are the savings being made now considered to be permanent economies, or only temporary?

permanent	46%
temporary	2%
some of both	52%

four—said their savings are, or will be, 6% to 8% of over-all costs.

These savings are not merely temporary cutbacks to be lived with until business gets better. Rather, 46% of the cost-cutting firms said the economies they have made will be permanent, and an additional 52% said at least some of the savings will be permanent. Thus, only 2% felt that their cost-cutting efforts will have only temporary benefit. m/m

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(For more information, see last page)

COST SAVERS

you can use right now!

You can cut costs when you

IMPROVE SHIPPING METHODS

■ DELAYS at shipping and receiving docks are responsible for the high cost of small shipments, says the American Trucking Association. If these delays could be ended, these same shipping costs could be reduced by as much as 20%. Many companies with outstanding planning, scheduling and control stop short when it comes to transportation requirements. Here is a 10-point program that will cut your shipping costs.

1. Establish, as a top-level job, a director of distribution responsible for materials handling, warehousing, shipping, receiving, transportation, layout, packaging and control.

2. Overhaul your shipping schedule; give it as much attention as you do your production schedule. Spread receiving schedules to cut congestion.

3. Check your traffic flow. Would a new layout improve it?

4. Segregate shipments by carrier.

5. Pack in units small enough for one man to handle.

6. Mark legibly, accurately and

completely. Poor labeling means delays.

7. See that the driver has help to load or unload quickly.

8. Notify carrier of your needs. He can adjust his schedule to fit them.

9. If the carrier leaves trailers for you to load, give dispatcher destination of shipments. He will give you a loading sequence.

10. If you are a large shipper, pre-pay freight charges. This cuts number of payments and invoices the carrier must process.

You can cut costs when you

ANALYZE EQUIPMENT SERVICE CONTRACTS

■ SERVICING of office equipment, in these automated times, can be an overhead cost worth pruning. Service contracts, often purchased by an office when it buys a new machine, are sometimes an economical way of maintaining equipment, and sometimes not, even though they normally prove a good investment by providing fast service in event of a breakdown, plus regular preventive inspections.

The Square D Co. of Detroit discovered that it was paying \$10.20 per year per machine for a service contract to cover older model typewriters while the annual cost of maintaining similar machines not covered by a contract was only \$3.66. A survey of your equipment maintenance needs may save you money.

You can cut costs when you

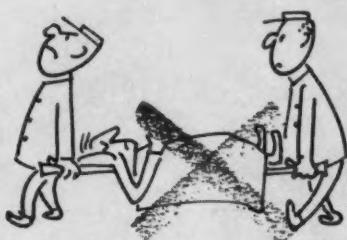
TIGHTEN SAFETY MEASURES

■ ON-THE-JOB ACCIDENTS not only damage management-employee relations, they cost money, often as much as four times the amount of the settlement paid by the insurance company in terms of interrupted production, machinery breakdown, hiring of replacement workers, spoilage of materials. A severe accident can damage morale extensively enough to wreck a production schedule, and the attendant publicity can damage a company's reputation. A company with a record for accidents pays higher insurance premiums, too, than the company with a vigorous safety program.

One eastern transit firm, for in-

It's sound advice to look for the big savings where the big money is spent. But significant savings can also be earned by applying imagination to some of the smaller, less obvious areas. Here are a few examples.

stance, saves upwards of \$25,000 annually in insurance premiums with an effective safety program.



Average losses in compensation insurance amount to about 60% of premiums paid. If a company's experience runs lower than this, it can achieve savings in insurance costs.

You can cut costs when you ENFORCE EMPLOYEE HONESTY

■ NO COMPANY openly questions the honesty of its employees, but the fact is "honest" employees embezzle millions of dollars annually, either in goods or in cash. Best protection against any form of thievery is to eliminate the opportunity. Hardest type of crime to prevent is petty pilfering, a few cents a day that eventually mount into thousands of dollars.

One department store chain gave periodic lie detector tests to random employees, virtually eliminated pilfering. Many of these petty losses, however, are never discovered and constitute an unseen drain on a company. If your company carries theft insurance, or your employees are bonded, the insurance company may be glad to make a survey to point out opportunities for pilfering that you can stop.

A novel approach is being practiced by Bell Aircraft Co.'s plant in Buffalo. It loans company tools

to employees with do-it-yourself inclinations, has eliminated what used to be considerable losses in small tools. Otherwise, here are points to check to protect your company from more serious forms of theft.

1. Do you really know the people who handle your money? Are they bonded?

2. Are company's blank checks kept under lock and key? Blank payroll checks, for instance, are a boon to a forger.

3. Is your cash adequately safeguarded? What kind of controls do you have over cash disbursements? Are any company financial transactions handled by only one person?

4. Hard as it is to completely safeguard inventories, there are some steps you can take. Periodic inventory checks (not by stockroom workers) turn up shortages more quickly, enable you to stop them. Protect inventories against breakage, evaporation and shrinkage, because loose protective measures invite abuses. Change locks when you change stockroom employees to prevent thefts that appear to be "inside jobs."

5. Check refuse disposal. Stolen goods are frequently disguised as trash to get them out of the plant.

You can cut costs when you RELOCATE WATER COOLERS

■ WATER, that common necessity, is often an expensive item in an office or plant, either in terms of the costs of supplying it in palatable form, or in terms of the amount of time employees take traveling to and from the water cooler.

In one office where one centrally-located cooler served 60 employees, the firm saved almost \$500 a year

in man-hours by adding two additional coolers to cut down on the travel time for water drinkers.

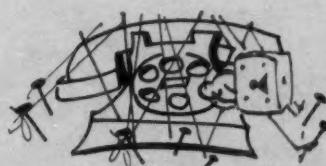
Despite the cost of water, it may cost more without it. Medical studies show that workers who do not drink adequate amounts of fluid suffer from fatigue, sluggishness and related effects that come from a congested intestinal tract.

Place coolers *near* traffic lanes, not in them, to avoid congestion, and don't put them near machines where operators would be distracted by others using them.

You can cut costs when you WATCH TELEPHONE USAGE

■ THE TELEPHONE, that indispensable tool of modern business, not only makes problems of its own, but it may be symptomatic of more serious defects in company operations. Does your company suffer from telephone inefficiency? Correct it and you may correct other, more basic inefficiencies as well.

The telephone can be the cause of considerable unnecessary ex-



pense. Survey your long distance calls. How many of them are necessary? How many are due to laziness, impatience, or errors on the part of your employees? You'll find that as much as half of them are not necessary.

Survey your company's telephone techniques, too. How much time is wasted in improper handling of calls? Do inquiries frequently go

Savings can be made by applying your imagination in all areas.

to the wrong people? If much of your business is conducted by phone, are the people who handle the calls located near needed reference files? Is a busy switchboard operator hamstrung with such secretarial duties as taking messages for people who are out?

Have you considered establishing a message center? How are your company's telephone manners? Bad manners can cost you plenty.

You can cut costs when you IMPROVE (OR ELIMINATE) FORMS

■ ANY COMPANY that uses printed forms in large quantities can almost certainly affect substantial savings by re-designing them. Review your existing forms. How long does it take a typist to fill one out? How could the form be changed so that she could do it more quickly? Are errors frequent? Is this the form's fault? Remember, it usually takes as long to correct one error as it does to fill out a form. Does the form contain space for non-essential information? Reduce the size of the form and you save paper costs. Eliminate a form and you save clerical costs.

If you can simplify the form's makeup, you may save printing costs. Whatever the improvement, it can well affect savings all along the line. Forms that are easy to read speed up processing.

You can cut costs when you ECONOMIZE ON HOUSEKEEPING

■ HOUSEKEEPING in a plant or office can be expensive. A survey of the company's janitorial costs may surprise you. It surprised the Nationwide Insurance Co. of Columbus, Ohio, which set up a system that saved it more than \$250,000 a year in its 10-story headquarters and 10 regional offices. The program included upgrading of janitor morale by providing them with uniforms, calling them "sanitors." Instead of working in teams, as formerly, each

sanitor was made responsible for a specific area. He was equipped with more efficient tools and a work methods study showed him new and easier ways to do things. He now cleans twice as much space per day than before.



Another aspect of housecleaning economy is provided by the Industrial Sales Counselors, Inc. of Louisville, Ky., a firm which cleans up some of the country's largest corporations. ISC made a survey of costs of maintenance of carpeted floors compared to non-carpeted floors, found a firm could save as much as 50% in cleaning expenses with carpets, regardless of the amount of traffic. Principal reasons appeared to be because carpet is quicker and easier to clean, and because it acted as a shoe cleaner, confining dirt to entrance areas.

Consider also the use of mechanical cleaning equipment. Mechanized floor scrubbers do the work in one-tenth the time, and often do it better. Surveys show that manufacturing costs decrease as cleanliness increases.

You can cut costs when you USE SERVICE BUREAU PERSONNEL

■ AS EVERY MANAGEMENT man knows, workers and equipment not used to capacity mean an insidious drain on operating expenses. But the need for a full staff to handle peak work periods and situations often makes it difficult to prune staffs to a level that allows full employee productivity all the time.

One solution to this problem is

that offered by service bureaus which provide part-time help on hourly, daily, weekly, piece-work or project basis. In most cases, these workers are amply capable and your firm is saved the considerable cost of hiring and training your own employees, a cost which can run as high as \$5,000, according to a survey by Manpower, Inc. Overload situations, says Manpower, are usually chronic, *i.e.*, they occur with regularity, and they can be predicted and planned for in advance.

Service bureaus also save your firm all the paperwork and such extras as fringe benefits that go with any regular employee, since you make only one direct payment to the bureau itself. Overtime costs are also eliminated and you are able to keep your own high-cost employees on the work for which they are paid. You don't have to use a secretary for filing, which is expensive. U. S. Fidelity and Guarantee Co., for example, retained the manpower of a service bureau to overhaul its filing system, a job that otherwise would have meant hiring extra untrained workers or paying overtime to the existing staff.

You can cut costs when you PRE-PLAN PRODUCT LAUNCHING

■ THE LONG-RANGE EXPENSE of successfully launching a new product can be cut appreciably by detailed planning *before* the product ever hits the market. Edwin de Mesquita, vice president in charge of advertising for American Safety Razor Co., lists these basic pre-market areas as the important ones where costs can be cut with a little concentrated attention:

Design and production, market testing, advertising testing, display testing, packaging and packing, storage, sales streamlining, shipment.

It's also a good idea to encourage communications about the product with other divisions of your company, as well as with the trade and the consumer.

m/m

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EHTODS

By Thomas H. Martzloff
McKinsey & Co., Inc., San Francisco

Watch out for wage incentives!

Incentive pay in the plant can boost profit margins. But not always. Many an optimistic decision to launch an incentive pay plan has ended in regret, and stolen profits. In the long run, will you swear by—or at—a decision to try incentives?

Can our operating margin be increased by adopting a wage incentive plan for production workers?

This question faces top executives in many manufacturing companies right now.

With costs spiraling and competition razor sharp, some firms find that even sales increases reflect lower profit margins. These firms understandably are searching for every legitimate way to hold the profit line—or improve it if possible.

The spotlight inevitably focuses on productivity and unit costs. When it does, the proposal of wage incentives usually comes up.

Wage incentives can be one answer to the profit squeeze. But wage incentives are a tricky and risky business. Experience shows they don't always produce the desired results. In fact, the result can be quite the reverse of what is hoped for.

Wage incentives involve paying extra dollars for production re-

ceived beyond what is judged to be a "fair day's work." The familiar steps are to 1) set standards representing a fair day's work, usually by time study or other work measurement; 2) create a pay scale to reward the worker in proportion to his extra output or effort; and 3) run the plan so that results are fair to all concerned.

What determines success or failure of such a program? The mechanics hold only part of the answer. There is a wide variety in the techniques so that, with adequate know-how, a plan usually can be designed to match a company's technical requirements.

But in determining success or failure, the importance of the mechanics is clearly overshadowed by another factor; the *climate* in which the plan is operated.

It is top management which creates and controls this climate. Thus it is top management which largely determines the success or failure of an incentive plan. Further, management controls the

"There is evidence indicating that today's worker is frequently motivated to beat the incentive system rather than to work harder."

vital—and often irrevocable—stakes involved in the plan.

The advantages claimed for wage incentives programs are well known. But examine the other side of the coin: some of the less attractive and perhaps equally typical results. The box on the facing page contains four representative case examples of incentive plans that not only didn't work—they backfired.

Each of these examples represents serious trouble. Together they point up a problem which, if allowed to run unchecked, is nearly impossible to solve. Rare is the incentive program that can be summarily "called off."

The roots of trouble

Trouble in incentive plans can stem from a variety of causes, but analysis shows that these causes probably have two major roots:

Trouble number one: wage incentive theory may be unsound.

Plans for incentive wage payment to individual workers were the rage in the '20's and '30's. Firms variously known as "efficiency experts" or worse were largely responsible for installing these plans. At the time, incentive programs were considered a symbol of scientific management at work.

Recent findings of industrial psychologists, however, raise some interesting questions about the basic theory of worker motivation which underlies individual wage incentives. While their suspicions may not be proved convincingly for some time to come, they can nevertheless help to explain some of the problems experienced. Simply stated, there are two ways by which a worker can make money under an incentive system:

- He can perform at greater than standard productivity and thus earn premium dollars.
- He can also "earn" premium

dollars by fighting the wage incentive system itself. How? By insisting on selective loosening of time standards whether or not the facts justify such action.

Psychologists can offer several reasons why employees may react in the latter way. That subject is beyond the scope of this article. Let's just say that there is evidence indicating that today's worker is frequently motivated to *beat* the system rather than to work harder and more efficiently and effectively for premium pay.

Trouble number two: companies fall short in day-to-day administration.

Four types of difficulty stand out. In early stages, they can easily escape top management's notice:

1. Production management is inclined to yield to individual pressures for more lenient standards because each individual controversy means little in itself. But unwarranted management concessions relentlessly add up over the years to create major labor cost dollars without corresponding increases in productivity.

2. Industrial engineering time and talent is likely to be unequal to the task of maintaining up-to-date standards as manufacturing methods continue to change. Moreover, when the size of employee paychecks is involved even good time-study men may lose their objectivity as to what standards really ought to be. When labor relations implications loom large, subjective—rather than objective—considerations easily hold sway in standard-setting.

3. Employees are understandably reluctant to accept tighter standards even though management has actually improved the machinery or the methods with which an employee works. Yielding to this pressure, of course, robs the company of cost reduction opportunities which it has every

4 PLANS

A MIDWEST APPLIANCE

COMPANY

A WIRE PRODUCT

MANUFACTURER

A LARGE MATERIAL

FABRICATOR

A MIDWEST STEEL

PRODUCER

THAT BACKFIRED

This company assembles automatic washers and dryers on a moving assembly line. Its incentive program has been in effect for years, paying workers dollars based on how much they beat standard time allowed for their jobs.

When observed, the production line was running at half speed. Inquiry revealed that workers were arguing for "looser" time standards on a single job involving ½ cents out of a total labor content of \$6 per unit.

Further questioning revealed that slowing the entire line to win a small point was not uncommon. This familiar practice of "whipsawing" labor standards had been going on in the company for years.

During this period standards had been "negotiated" (not set objectively), first on one, then on another job, until uniformly high labor costs resulted. Today this manufacturer is barely competitive. Yet, deeply rooted labor relations difficulties have continued to block a satisfactory solution to the problem.

This is another concern with a long history of wage incentives. Its management expressed an astonishingly unanimous opinion: "We're saddled now, but we would never install incentives again."

When originally installed, production rose. But over the years, this management yielded to a natural series of pressures to loosen standards. Creeping wage costs which resulted have placed this company, too, in an almost untenable competitive position.

Further, supervision had nearly abdicated responsibilities. Supervisors tried to rationalize the situation: "The wage incentive program motivates workers to do their best anyway. Close supervision is unnecessary." But this high labor cost problem continues on for lack of a workable solution.

This company was seriously concerned about the high cost of industrial engineering. And still its industrial engineering staff did not seem capable of maintaining labor standards to workers' or management's satisfaction. Even though new equipment and some improved manufacturing methods had long since been introduced, industrial engineers had never been able to revise job standards correspondingly.

The inevitable result: a near run-away incentive payment situation over which management could exercise little control.

In this firm the same familiar pattern of pressure to "ease up" on time standards had raised labor costs to the point where the manufacturer was in fact no longer competitive.

But this firm had the rare good fortune to be dealing with a cooperative local union. When labor leaders became convinced that the company would have to close its doors, the union—in its own self-interest—allowed management to make wholesale revisions in work standards. In a very real sense, this action was the temporary salvation of the organization.

Note: For an excellent review of case histories concerning wage incentive applications, see *Wage Incentives as a Managerial Tool*, by William B. Wolf. Columbia University Press, New York. 1957. 143 pp. \$3.50

right to claim. Workers, on the other hand, seldom offer suggestions for improvement under an incentive plan.

4. An incentive program can obscure the importance of good supervision. In some cases, almost total abdication of supervisory responsibilities results from the mistaken belief that incentives make careful supervision unnecessary.

Improving the odds

Despite the negative side of the picture that has been stressed here, important benefits can result from wage incentive systems. Many companies are applying plans that are extremely successful.

Where successful applications do exist, however, it is rare that just superior mechanics in the plan have made the important difference over the long pull. Most experience shows that success is made possible by 1) greater than average management competence, 2) diligent management effort, and 3) favorable economic climate.

Further, experience shows that the decision to go ahead with wage incentives should be based on affirmative answers to two fundamental questions:

■ Are the technical and mechanical aspects favorable?

■ Is the management climate favorable?

To answer the first of these vital questions requires some analysis both on the part of top management and the industrial engineers:

First, appraising the degree to which better labor performance can influence product cost favorably. With the steady trend toward mechanization, direct labor is becoming a less important cost element in many industries.

Second, analyzing the "mechanical" feasibility of setting time standards or other measures of what a fair day's work should be. In some instances, the complexities involved in setting reliable standards can raise administrative cost inordinately.

Third, studying the type of wage payment plan to be adopted. For example, higher machine utilization

(Continued on page 72)

Katharine Gibbs School tells

How to hire, handle, and hold a good secretary



Managers able to get and keep good secretaries are at a distinct advantage. Here are ways to avoid the common boss-secretary problems, and make your secretary a real executive aid.

One of our best young graduates walked into our placement department recently and announced: "I'm leaving my job."

Since she had previously given glowing accounts of her work, we questioned her closely.

Being secretary to a sales executive was interesting, she said, and her \$85 salary was above average.

"But," she said, "they promised me a raise after a year and when the year was up they said nothing. When I brought the matter up, my boss lapsed into double-talk. Then I found out another girl had been hired at a starting salary higher than mine."

She went on: "I'll start at lower pay next time but I want to work for a company that keeps its promises."

We cite this incident because, from where we sit, fuzzy company policy on raises seems to be one of the biggest single causes of secretarial turnover. There are, however, many other causes of distress.

With secretaries—especially first-rate ones—increasingly difficult to come by and keep, the practical management man with an eye to the high cost of turnover—about \$200 per secretary—will do well to study the situation from the ground up.

What they want

What does the modern, hard-to-get young secretary want from her job? Contrary to popular notion, all the good candidates are *not* hot-footing it to the glamour fields (publishing, advertising, entertainment), as the chart on page 81 shows. Nor are they necessarily heading for the outfits with the greatest supply of potential husbands (although, of course, some do). And even those who do hurry into the plusher offices often bounce right out again into more solid firms with more solid benefits.

One of the most stable secretarial staffs in New York City belongs to what can be described only as a behind-the-times financial house located far off the beaten

path of stores, restaurants or, for that matter, even good transportation. Salaries there are no better than in comparable firms, and the offices, although comfortable, will never win design awards.

Why this loyalty? When we tried to find out, we got answers as simple as these: "We feel we're part of the team" . . . "We know what's going on, so we're interested" . . . "We like our bosses."

These attitudes aren't as vague as they may seem at first to the employer seeking the magic 10-point formula. Companies like this one earn these results.

How can your organization go about developing a good, hard core of competent secretaries?

You start with hiring practices. Many employers, in our opinion, make their fatal errors right here, thus virtually dooming themselves to expensive fiascos later on. Here are some typical errors in recruiting:

1. Misrepresenting the job. "He said I'd be dealing with people and I haven't even answered a phone," wails a disillusioned neophyte. Even experienced secretaries complain they aren't working for the man they were hired to serve—or even working in the office they thought they'd occupy ("Oops, Miss Jones, you're not here in the air-conditioned headquarters; your department is at the downtown office."

True, the girl should ask questions about anything that is not clear, but the employer who knows the facts should be as explicit as possible in the beginning for both their sakes.

2. Overselling the job. It can be disastrous to offer any bait, be it "interesting" work, raises, promotions, travel, responsibility, variety, or anything else—that you know won't materialize. You're starting the girl off with a built-in grievance.

Even companies with excellent promotion-from-within policies are often so busy describing to newcomers the heights to be reached that they neglected to mention the

By Mildred J. Langston,

Dean
and

Aline C. Standish,

Placement Director
Katharine Gibbs School, New York

As told to Claire Trieb Sloane



Mrs. Langston



Mrs. Standish

Mildred J. Langston and Aline C. Standish are respectively dean and placement director of the Katharine Gibbs School in New York.

For two reasons they are particularly well qualified to advise business executives on how to hire, handle and hold a good secretary.

First, they have devoted years to the job of training and placing top secretarial personnel.

Second, their frequent "coffee conferences" with working graduates provide them with a feedback of comments on problems that develop on the job.

Katharine Gibbs, founded in 1911, has schools in New York, Boston, Providence, R.I., and Montclair, N.J. It graduates some 1,500 young women each year. Many take a two-year cultural and secretarial course; others, including college graduates, receive an intensive one-year secretarial training course.

The Katharine Gibbs free placement service has come to represent the best in objective employment counseling.

Among graduates of the school are Carolyn Proctor, secretary to John Foster Dulles, Helen Darrow, secretary to the president of RCA; Mildred Strachan, secretary to Elmo Roper; and Nancy Kenny, secretary to the president of CBS.

Tactics that send a secretary scurrying...



This list of "terrorist tactics" was compiled informally from interviews with dozens of secretaries. Few honest bosses will fail to see themselves in some of the items.

Do you

- Avoid the words "Please" and "Thank you" when addressing your secretary?*
- Habitually burst in at four p.m. with hours of dictation that "must go out tonight"—after she's been twiddling her thumbs all day?*
- Talk to others in the office about your secretary's shortcomings?*
- Call her attention to a missing comma by marking up and ruining an otherwise flawless letter?*
- Hover over her as she performs the simplest task so she's sure you consider her a moron?*
- Fail to tell her your plans (or change of plans) so she has no idea of how to proceed?*
- Shift the blame for your mistakes onto her?*
- Overburden her with your (or your wife's) personal chores?*
- "Take out" all your moods on her?*
- Require overtime and holiday work of her that you aren't even willing to put in yourself?*
- Criticize her in others' presence?*
- Criticize others in her presence?*
- Show annoyance when she's not a mind-reader?*
- Require stricter discipline of her than is asked of other secretaries in the firm?*
- Leave all your unpleasant chores (brush-offs, bad news, etc.) to her?*
- Ask her to change social and vacation plans when no real emergency exists?*
- Mumble dictation or instructions?*
- Expect her to follow your illegibly scribbled notes?*
- Hold her entirely responsible for your mistakes in grammar, spelling, etc.?*
- Habitually permit work to pile up on Friday nights?*
- Plunge into your dictation before organizing your thoughts and references so that she wastes time waiting for you to make basic decisions?*

actual starting points. If a girl is to begin in a typing pool, say so, and give her some idea of how long she'll remain there.

Frequently secretaries have left high paying jobs because they feel their typing and stenographic skills are going to atrophy from lack of use.

3. Misjudging the applicant. Mary B. is a competent secretary as long as she isn't overtaxed with responsibilities and decisions. Joan C. is very efficient, but she's shy, would rather not have too much contact with people. Susan G., on the other hand, thrives in an atmosphere of tension and high pressure. And Carolyn D. is miserable unless she feels she's being given responsibility.

Don't just hire (or try to hire) a "company type" who will fit socially into the overall office group. Better to get a mediocre girl for a routine job than a ball-of-fire who will leave anyway, and not without considerable grief until she does.

Incidentally, in sizing up applicants, companies would do well to put more effort into checking references. Best method is to use the phone. That way, even a "Yes, she's a fine secretary" can carry a world of tonal nuances.

The key to successful recruiting is candid, accurate job evaluation. Employment agencies and placement services will be infinitely more helpful to you if they work from the most precise information you can give them.

But what about the secretaries already in your midst—what makes them take to the road?

Most causes of secretarial unhappiness can be traced to two sources: the company or the boss.

Here's what alert companies can do in these and other areas, to curb turnover:

■ **Raises:** Whatever your policy, state it at the beginning and keep your promises. If you can't keep a promise, explain why.

Many companies feel that by having automatic raises they've licked the pay problem. Actually, the secretary worth her salt wants monetary recognition of the fact that she's doing more than just an adequate job. Automatic raises are usually small. Astute companies,

which hang onto their secretaries, usually supplement automatic raises with higher merit raises. These are admittedly harder for a secretary to come by, and are well worth the cost to the employer.

■ **Promotions:** Nothing is as demoralizing to a secretarial force as seeing the big, executive-secretary plum go to a rank outsider. Of course, if you don't hire secretaries with an eye to grooming them for top spots, you won't have the right caliber of woman available when such openings occur.

We find that the best—that is, most stable—secretarial staffs exist in companies with the avowed principle of rising through the ranks. This is usually dramatized for younger women by the presence of high-salaried secretaries known to have started at the bottom. Prospect of promotion—of room for growth—is one of the best incentives for superior performance day-to-day.

■ **Working conditions:** Much has been said about the spoiled secretary who will work only in A-1 midtown locations, near her favorite department stores, restaurants, and girl friends—and in offices whose decor is best suited to her complexion and wardrobe.

Some youngsters do start off with unreasonable requirements on physical surroundings (let's not forget that many companies won't consider a secretary over 30), but more mature women usually tend to care less about superficial factors.

However, the employer should make working conditions as comfortable as possible, whatever the nature of the business or its location. Clean, comfortable restrooms are a must, of course. Coffee breaks are important; so are lighting, mechanical equipment and furniture.

In general, secretaries can tell whether you're sincerely concerned with their comfort (and that doesn't mean knee-deep carpets on the floor) or whether you're concentrating your economies at their expense.

■ **Procedures:** Recently one of our graduates left what had started out to be an unusually interesting job with an industrial design firm.

(Continued on page 81)

.... and qualities that enhance her value

This check list (which you may wish to drop casually on your secretary's desk) is compiled from Katherine Gibbs School's instructions on how a secretary can increase her value to her boss.



Does she

- Show enthusiasm and pleasure in her work?
- Work at improving her powers of observation, her horizon of appreciation and knowledge?
- Plan her time to best advantage, weighing the importance of her duties so that urgent ones are done first, others in spare time?
- Willingly serve in any emergency?
- Adapt her work methods to yours?
- Remind you tactfully of matters demanding your personal attention?
- Anticipate your needs?
- Show that she understands your directions and can carry them out confidently?
- Seem able to conduct interviews for you?
- Do personal errands willingly?
- Ask questions during dictation rather than risk mistakes afterwards?
- Remain calm when you're excited; tactful and efficient when outsiders are impatient or irritable?
- Remain at her desk when she's supposed to be there, unless called away for business reasons?
- Serve as shock absorber, even taking reprimands, occasionally, when undeserved?
- Try to develop background on her job and yours by (with permission) studying back files, desk diaries, and even consulting your former secretary?
- Protect your interests by keeping you well informed, cooperating with other departments and promoting goodwill—in short, winning others' respect for you by showing it herself?
- Act as your office housekeeper, maintaining neatness, and replenishing supplies?
- Act as your office hostess, cultivating a cordial manner with all visitors whether received or turned away?
- Willingly undertake extra tasks, such as learning to operate switchboard, training subordinates, substituting in emergencies?



LOOKING FOR A NEW PLANT SITE?

* JAMAICA:

Door to profits in the world markets

Unlimited access to untapped "soft currency" markets, generous tax and duty relief, and the right to take your profits home in dollars—these are the attractions that make this 300-year-old Caribbean paradise increasingly inviting to American industry.

EDITOR'S NOTE: Aware of industry's continuing search for new and better plant sites, new and better ways to profitably invest capital, and new and better ways to reach the rich markets of the non-dollar world, M/M presents this report on one possible answer to all three goals.

The Caribbean island of Jamaica, long a vacation paradise, is rapidly becoming a business paradise for profit-conscious manufacturers seeking an easy entrance to world markets.

The familiar problem of getting dollars out is no problem in Jamaica: the island is a dollar earner, thanks to the tourist trade and the fact that it is now a major supplier of bauxite (aluminum ore) to the U.S. The dollar surplus last year totalled \$15 million.

The government of Jamaica, anxious to accelerate an already phenomenal rise in the island's economy with more foreign capital, has set up an array of tax, duty and financing benefits (see box, page 47).

Most attractive of all, according to the experience of U.S. firms now operating in Jamaica, is easy access to untapped "soft currency"

markets, that do not have dollars to spare for U.S.-made goods and that are otherwise heavily restricted.

One example is provided by Carroll A. da Costa, who manages the New York office of Jamaica's industrial development agency. A Jamaica-based manufacturer of charcoal broilers, da Costa suggests, could import his raw materials from anywhere in the world duty-free, make his product economically (semi-skilled wage rate: 21¢ an hour), and market it in Great Britain without suffering from either heavy tariffs or the dollar shortage.

Jamaican exports get preferential tariff treatment (about 50% reduction) within the British Commonwealth, and the profits the company collects in sterling can be fully converted in Jamaica into dollars on which there are virtually no withdrawal restrictions.

The government of Jamaica allows what it terms "dollar repatriation" for any industry which does not constitute a "dollar drain" on the island and even makes exceptions in these cases if the industry is otherwise "of general economic importance" i.e., provides jobs.

Construction costs on the island are low; labor is abundant, able, cheap, and easily trained to factory methods (see box). Living is relatively inexpensive and "low pressure." The government stands ready to help all newcomers. To the U.S. manufacturer anxious to reach world markets, it all adds up to a prospect well worth investigating.

"We'll do anything"

Assistance to new industry is provided by Jamaica's independently managed Industrial Development Corp., headed at Kingston by Harold A. Braham, general manager. It has a staff of 60 specialists in all phases of industry.

"We will do just about anything to assist a new industry in establishing itself—that's how badly we need them," says Carroll da Costa, head of IDC's New York office.

IDC will make complete market surveys, find plant sites, screen workers, determine costs of initial operation, set up books.

"We will even build a factory to specification and rent it to a company for no more than 10% per year of the building's cost," says da Cos-

NO DUTY ON IMPORTED MATERIALS



Port Esquivel, sea outlet for the bauxite industry, is one of more than a dozen ports linking Jamaica with the world.

CONSTRUCTION COSTS ARE LOW



Especially attractive to some American industries is the aid in financing plant construction often offered by IDC.

LABOR ABUNDANT, TRAINABLE



Jamaica's working force, although largely unskilled, is eager to learn, intelligent and easily trained to factory methods.

LIVING IS CHEAP, PLEASANT



Long a plush vacation island, Jamaica is actually a low-cost tropical paradise for those who live there all year.

"Jamaica's problem is putting people into employment . . . Our great raw material is hands . . . Our consumer market is marginal . . ."

da COSTA



"U. S. manufacturers can export throughout the sterling



IDC's da Costa describes advantages of Jamaica to industry.

ta, "and the building can be purchased at any time."

IDC has been known to make construction loans, and in at least one instance, to buy several blocks of a new corporation's common stock in addition to making debenture loans. However, the agency does not specify the exact lengths to which it will go for a specific firm. "It depends on the circumstances—how badly we want them," da Costa explains.

It was interested in the America Form Brassiere Co. whose managing director, Marvin Goldstein, has this to say about Jamaica:

"America Form began operations in Jamaica eight months ago with 24 machines, and we now have 80 machines in the plant. Ultimately we will have nearly 200 machines producing brassieres, most of which will be distributed in South America and European markets.

"The principal attraction for us in Jamaica is the access to sterling area markets, together with the fact that we can hire English-speaking labor—a fact which we have found to be particularly helpful in training previously unskilled people. We have found that Jamaicans have much more interest and understanding in what we try to teach them, and they generally are more diligent than the workers in other foreign countries we have observed.

"The Government of Jamaica has been particularly cooperative in helping us to get key people—technicians and supervisors—and we now have only one U.S.-trained supervisor at the Jamaica plant.

"The Industrial Development Corporation also is most cooperative and competent. IDC built and wired our factory, under a lease-buy arrangement which is very attractive to an investor; and when we have need for expansion or additional location we will look again to the IDC for its services."

Jamaica seeks industry which meets three criteria: those that 1) help preserve the island's dollar reserve, 2) bring in more dollars, and/or 3) are of general economic importance.

Confronted with an unemployed or under-employed labor force of about 110,000, Jamaica is primarily interested in companies with low capital risk and high immediate employment needs.

"Our greatest raw material is hands," says da Costa.

Among the industries which have put hands to work is the Morant Bay Button Co. Ltd., operated by the Strauss Import Co. Its president, Lester Strauss, gives this report on experiences in Jamaica:

"We started operations in Jamaica just a year ago—in January of 1957—and we are satisfied with the results of the first year.

"We started with a handful of local labor, some working on the weaving of leather buttons in their homes and others working on the finishing operations at the plant. We originally went to Jamaica because labor there was available and easily trained. There are now about 50 home workers and 50 factory workers in our company; this will be increased 75-80 per cent a year until approximately 400 Jamaicans will be employed eventually. It is our experience that the Jamaicans are adaptable, and that they take to factory work quickly."

Other firms now in Jamaica report workers to be intelligent, alert, cheerful, energetic and easily trained for industrial jobs. There is, on the other hand, not much of a pre-trained labor pool to draw from. Another drawback: limited (although expanding) electric power output. For these two reasons, Jamaica does not encourage heavy or complex manufacturing.

IDC, however, has just been directed by the government to launch an industrial training program "to meet the country's urgent need for

Kingston Technical School, part of Jamaica's progressive school system, develops skilled labor



world without getting into currency problems."

the development of management skills and techniques on all levels of responsibility." For this program, IDC has acquired the services of the Council for International Progress in Management, a U.S. organization formerly known as the National Management Council.

Further attacking the skill problem, Jamaica is now pushing a highly progressive public education system. The program has already reduced illiteracy among the island's 1.5 million people from 89% to about 64%. There is one institute of higher learning, the University College of the West Indies, associated with London University, and a new technical college is under construction by the government.

Wages: 14 to 70 cents an hour

Jamaica works a 45-hour week, with wages ranging from 14¢ an hour for unskilled beginners, to 17 to 19¢ an hour for women, and 21 up to 70¢ for skilled men. English (with a British accent) is the island's tongue, so there is no language problem.

However, inviting as the tax and duty relief might appear, plus the cheap labor and low construction cost, it is doubtful whether a U.S. manufacturer would profit long unless he made his market the sterling world. If he used Jamaica as a base for shipping back to the U.S., he would be hit by high U.S. tariffs.

"Maybe for four or five years," da Costa says, "an American manufacturer would find he could enter the American market quite competitively, even with the high tariffs. But it is a temporary situation and one I don't believe in. The wage rates will go up eventually. Remember, it is part of our program to improve the standard of living."

Jamaica's button industry does do a brisk U.S. business, but the bulk of the island's world trade is with the other members of the British Commonwealth. Only about 21% of it is with the U.S.

Jamaica's economy has been steadily rising since 1950. Through

4 LAWS: KEY TO PROFITS

In Jamaica, there is no such thing as a capital gains tax, and income taxes total no more than a flat 40% of the net profit "adjusted" for tax purposes.

But for the new manufacturer, there may be no taxes at all for as long as seven years under the terms of legislation enacted recently by the island's government to attract investors. Import duties are also eliminated, sometimes permanently.

The key to all these benefits consists of four new laws, any or all of which may affect a new enterprise:

1. The Pioneer Industries Encouragement Law. This law provides a five-year exemption from import duties and generous tax relief for any industry deemed to be of pioneer nature, i.e., the first such substantial enterprise of its kind in Jamaica. Taxwise, such an industry could write off one-fifth of its capital expenditure during any five of the first eight years of production, plus claiming an annual allowance for depreciation. Write-offs may be distributed to shareholders or debenture holders tax-free.

2. The Industrial Incentives Law. This one grants import duty exemption as long as the company remains "of benefit to the island." It is supplemented by one of the two following tax relief alternatives:

a) Exemption from income taxes for seven years.
b) Four years of tax exemption, with two-thirds exemption the fifth year, and one-third the sixth year, after deduction of normal depreciation. A company may delay taking the tax holiday for three years, while claiming normal depreciation allowances. Once the holiday begins, however, no depreciation may be taken for four years, but may be resumed in the fifth year.

3. The Export Industries Encouragement Law. This law allows a new company to receive the benefits in the first two laws and, in addition, to receive immunity from import duty on raw materials and fuel, and on equipment for repair or replacement purposes.

4. The International Business Companies Law. This grants permanent exemption from income tax for any company which does not trade in the British West Indies, British Guiana or British Honduras.



Jamaican Labor: willing to learn

Excellence of the Jamaican as a worker in modern industry is reported by a number of enthusiasts. Among them is William S. Cole, Jr., vice president in charge of Reynolds Metals Corp.'s big bauxite operations on the island, the Reynolds Jamaica Mines, Ltd.

Says Cole: "The Jamaican is willing to learn and dependable after he has learned. Nineteen of every 20 top technicians in all departments of our company are Jamaican."

D. E. Bayliss, managing director of the Ariguabo Co. of Jamaica Ltd., a textile manufacturer, has this to say:

"Jamaicans are dexterous and readily trained to factory jobs. I have been most gratified and impressed by the speed with which my assistants have learned to handle new responsibilities."

1956, foreign trade increased 160%, commercial bank deposits almost doubled (from \$42 million to \$75 million), and the annual per capita income went up from \$140 to \$244. Government expenditures last year totaled almost \$60 million, double the amount for 1950. The rate of capital investments, \$75 million in 1956, has gone up an average of 22% each year, more than 10 times the rate of population growth.

Eighty insurance companies are represented on Jamaica, and the island supports nearly 50 bank branches. All modern commercial conveniences, in fact, are available, including the inevitable supermarket and many exclusive shops, plus 31 hospitals of good reputation.

There are private schools, British in character, but the public school

system ranks so high in the opinion of William S. Cole, Jr., vice president in charge of Reynolds Metals gigantic bauxite operations, that he sends his three children to it. There are 5,000 miles of good roads on the island, half of them paved and all generously equipped with modern service stations. Mail and telegraph service is efficient.

Aluminum ore and cement are the leading marketed natural resources, in addition to agriculture, which is still considered by some the anchor of the economy. Farm production, paradoxically enough, was significantly stimulated by the bauxite mining of Reynolds, Kaiser and Alumina Jamaica Ltd. Since they began operations in 1950 they have been required by the government to restore mined-out land to productive agriculture. As a result,

Reynolds is now the biggest beef rancher on the island, reducing substantially the earlier need for meat imports.

Other mining operations appear imminent, with the island's 4,441 square miles being probed with high optimism now for iron, copper and oil in commercial quantity. Discovery last year of silica deposits resulted in establishment by an American firm of a \$2.5 million glass works, soon to go into production.

Altogether, there are some 800 factories, large and small, turning out products that just about cover the manufacturing spectrum, from bedding to machinery, and from textiles and clothing to foods, paper products and kitchenware. Jamaica, of course, continues to yield the sugar cane, bananas and rum for which it was best known in years gone by.

For industrial newcomers who want it, Jamaica has created a 300-acre industrial estate, bisected by a government-owned railroad which connects the factories with the port of Kingston, the seventh largest natural harbor in the world. Eleven airlines serve Jamaica, bringing a large share of the 160,000 tourists who come every year and leave \$27 million behind. Kingston is a port of call for 18 shipping companies whose fleets carry Jamaica products directly around the world—13 days to Europe, 15 to San Francisco, 12 days to Rio and 25 days to the Far East. The island is especially well-located for growing Latin American markets.

Aside from high price of imported packaged food, living costs on Jamaica are reasonable. Construction, which averages about \$4.50 per square foot, means you can build a four-bedroom, three-bath home for under \$20,000, or

(Continued on page 60)

"Jamaica has a terrific surplus of dollars because of bauxite deposits sold entirely to the U.S."

da COSTA



Part 2: This is the second of two articles on packaging. This month we deal with industrial product packaging. In March a similar article appeared detailing ways to improve packages of consumer products.

Is your package doing its total job?

Here are six case histories of industrial product packages recently redesigned with profitable results. Even if far removed from your product area, these cases—and the thinking that went into them—will help you evaluate the effectiveness of your own package.

Specialists in the packaging industry are continuously improving methods of packaging industrial products. New processes, new materials, and new applications of standard materials are constantly being conceived, engineered, tested and put to use.

Increased *protection, efficiency and economy* are the three major goals. But in recent years industrial product packaging has been performing a fourth function: *communication*. Manufacturers of industrial products have come to recognize that packaging can convey a message; that each individual package is an important visual reminder of the company; that the surface design can help convey the "corporate image," suggesting strength, reliability, integrity or other desirable qualities; and that there is indirect value in communicating, through packaging, to those who only see or use the product—even though they may never buy it.

While surface design serves largely as a merchandising device to producers of consumer goods, its function in the field of industrial packaging can be considered as both merchandising and public relations.

The trend toward careful surface treatment goes far beyond mere identification of the product. Design and color are frequently employed to relate one line of a company's products to others. More attention is being paid to trademarks and their application to packaging. And packages for industrial products are being made as memorable as possible, so that they will become familiar symbols in themselves.

Here are six case studies illustrating how manufacturers of a variety of types of industrial products—whose packaging meets the requirements of protection, efficiency and economy—have recently adopted new surface designs as a communication.

TURN THE PAGE FOR SIX INDUSTRIAL CASE HISTORIES

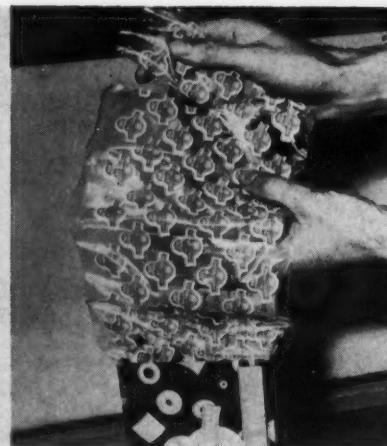
CASE 1

Clever package, boldly brand-marked

The Bay State Abrasive Products Co. formerly shipped its tiny grinding wheels by the hundreds, packed loosely in a cloth bag. The bags didn't provide adequate protection, and issuance of the small parts by both distributor and user was complicated.

The problem: Find a packaging method to offer greater protection and convenience and to keep the Bay State name constantly before the eyes of users.

The solution: Austin Industries, Inc. developed a new package of Bakelite polyethylene which is formed into strips of individual, easy-to-separate, moisture resistant pockets. Trademark of the company is printed directly on the film to permit ready identification, and the product itself has become the design motif of the carton in which quantities of the wheels are shipped. Unit structure of the package simplifies counting for shipment and inventory as well as for issuance of the parts.



Filled pockets in the film strip are heat-sealed in a single operation. When the strip package is folded together for shipment, it fits into a simple, uncompartimented carton, and two walls of polyethylene separate the contents of adjoining pockets, eliminating rattling and damage in shipment. The strip is easily lifted out of the carton, and perforations in the film

permit individual pockets of grinding wheels to be torn off as needed.

Result: In addition to providing a quick visual count of stock, the new package can be used to deliver all the parts for assembly of a single unit of a product in proper sequence. And no matter in what order the parts are furnished, the trademark is always prominent.

CASE 2

New trademark adapted to new package



Diamond Alkali Co., chemicals producer, recently introduced its new trademark, "The Chemical Diamond," designed by Royal Dadmun & Associates, Inc. At that time the package design was outmoded, lacked coordination.

The problem: To feature a uniform, standardized "family" design theme with an inherently high remembrance value.

The solution: Dadmun & Associates, working with Diamond's packaging committee, carried the con-

cept of the new trademark into packaging, making the over-all design simple yet distinctive. The mark is an integration of two elements—a diamond and a surrounding shape inspired by the traditional chemical retort and the calligraphic letter "D" from a 15th century French manuscript. Colors are black and red.

Layout simplicity, modern lettering styles and bold colors keynote the new Diamond "family resemblance" design treatment, giving packages greater visibility, legibility and uniformity.

Result: Diamond considers its new packaging line a "products-promotion team" that, through repeated application, will effectively augment this chemical producer's broadening sales, merchandising, advertising and public relations activities.

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CASE 3

Package design coordinated with equipment design



Several years ago National Supply Co., a larger manufacturer of oil field equipment, retained industrial designer Henry Dreyfuss to work with its own engineers on such diverse products as drilling rigs, pumps, torque converters, hooks and rotary tables. The success of the project could be measured in terms of increased safety and efficiency—for a great deal of human engineering went into the design—and also in terms of the

visual impact of National's bright new blue and yellow equipment. Each piece is boldly dramatic, easily visible and readily recognizable as far as the eye can see.

The problem: To give National's packaging the same distinction as its equipment through a design that can be applied at very little cost to any of the company's packages, which range widely in size and shape to accommodate every-

thing from small couplings to 8-ft.-long sucker rods.

The solution: Henry Dreyfuss developed a simple, geometric design based on repetitive use of the company logotype. It is printed in the same vivid blue used for large equipment. Detailed product information is furnished on bright red, yellow and blue labels which fit neatly into the over-all pattern of any package. The packages are geared to appeal to oil field workers and the design is thus deliberately rugged and masculine in spirit.

Result: Since National's packaged products are distributed through company stores on location, competition as such is not a great factor; brand loyalty, however, is. Coordinated design of equipment and packaging—as well as Dreyfuss-designed stores—serves as a forceful means of keeping National Supply's name in the minds of users of its products—and of cementing their loyalty.

CASE 4

New marketing approach for institutional food

General Foods Corp.'s institutional products division is among the first of many companies that supplies foods to restaurants, hotels, schools and hospitals to develop a line of striking, up-to-date packages. Development of a basic design came after two years of analysis and research conducted jointly by the company's marketing staff, its advertising agency, and Walter Dorwin Teague Associates, industrial design firm. A major part of the operation has been the recent revision of the coffee line.

For many years, three basic coffee blends were distributed by General Foods in more than 50 different containers. Brand names lacked distinction and the nondescript packaging failed to connote quality.

The problem: Develop meaningful brand names. Indicate, through

package design, the high quality of each brand. Give the packaging distinction and drama. Generally, transfer the strong brand franchise the company holds in the retail grocery field to an equally strong franchise in the institutional field.

The solution: The three brands of General Foods institutional coffee are now clearly identified: "Prima" is the most expensive blend; "Maxwell House" is medium priced; "Bouquet" is the cheapest. The names "Prima" and "Bouquet" were conceived and recommended by the Teague organization. "Maxwell House" was, of course, adopted from the consumer line.

The new packaging is bright and memorable. Due to consistent use of a white background throughout the entire institutional food line, all packages are readily recognizable as containing products of



GF's institutional products division.

The familiar "Maxwell House" motif on a blue field, well known to the retail customer, has been retained for the institutional blend, but the logotype is now surrounded by sunny yellow. "Prima" packaging has a luxury look and a smart

brown-and-tan treatment. The design of "Bouquet" packages, that are rich terra cotta and black, is calculated to establish its position as a quality product, regardless of price.

Result: The new packages represent a complete new look in insti-

tutional food packaging and a brand new approach to institutional food merchandising. They communicate "high quality" to anyone who sees them. And at the same time, because the design concept of the entire line is carefully integrated, they say "General Foods."

The solution: Designer Robert G. Neubauer developed a new design for "Crag" which is lithographed directly onto the drum. Four colors—black, red, green and white—are used, and both brand and product name are dramatized. Stylized fruit, keyed to the product's application, is used for ornamentation and to make the "Crag" drum readily recognizable and easy to remember. The entire design has a poster-like quality and is visible and effective at long distances.

All necessary data—weight, chemical content, precautionary statements, and instructions for use—are incorporated into the design. And such information will remain clear and legible in spite of rough handling or inclement weather. Unlike the paper labels, there is no danger of fading or tearing.

In spite of the immense advantage of lithography over the old labeling system, the increase in cost has been surprisingly minute. It amounts to only a few mills per gallon.

Result: The new design is giving "Crag" forceful and permanent identification, all of the way from shipping docks to point-of-use.



CASE 5 *Drama on a metal drum*

Crag" brand Glyodin, a fruit fungicide produced by Union Carbide & Chemicals Co., is shipped to fruit growers in large metal drums. Formerly each drum bore a printed paper label which gave information and product identification but was apt to deteriorate under adverse storage or shipment conditions. Recently, the agricultural chemicals department set out to rectify this.

The problem: To establish a new labeling process which will be permanent and, at the same time, will give "Crag" prominence over similar products manufactured by other companies.

CASE 6 *Package launches new product*

A short time ago, Industrial Rayon Corp. entered the nylon staple fibre market. Because of a lack of field salesmen and because IRC was new in the nylon fibre field, the company decided that packaging should be its first important promotional step.

The problem: To develop a package that would make a more indelible impression in the mills of customers (chiefly high quality carpet manufacturers) than the packaging of any competitive firm.

The solution: IRC spent considerable time and effort analyzing existing bales and packaging methods for all types of synthetic fibres. Finally, the company came up with a corrugated, steel-bound, 500-pound bale which permits an almost entirely automatic baling, packaging and handling operation.



Then to make the IRC name memorable, a bold surface design of red and black was created.

Baling and packaging nylon fibre can be a complicated process because of the resiliency of the material. IRC now bales and packages simultaneously. The staple is loaded directly, then automatically compressed into the bottom section of the new package. The telescopic top is positioned, pressure again

applied, metal bands tightened and it is done.

Result: IRC's package has proved extremely effective, both functionally and as a reminder of the company and its product. Small versions of the bale containing hand samples of fibre are sent to potential customers, and even smaller replicas have been developed as match-book containers for distribution within the industry.

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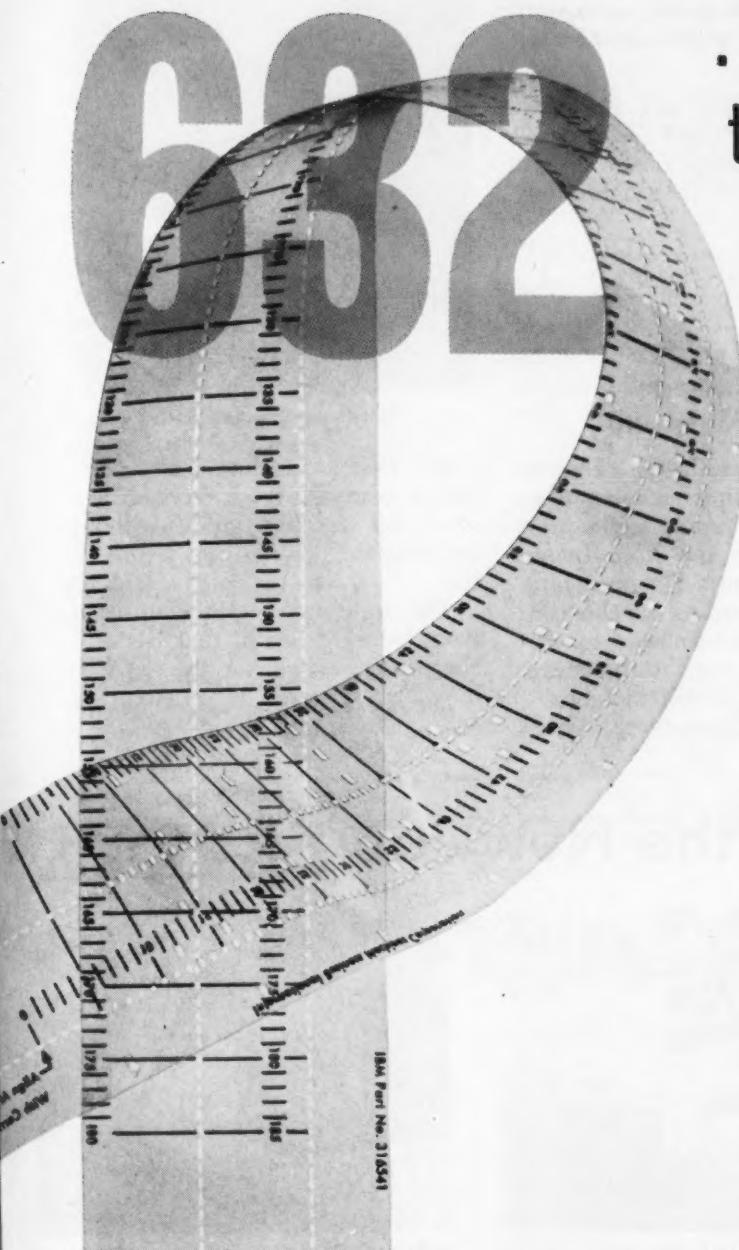
... the electronic typing calculator that any typist can operate!

- Pre-punched tape provides automatic programming—cuts clerical errors, increases operator efficiency.
- Types, computes, stores in "memory" . . . electronically.
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The new IBM 632 Electronic Typing Calculator combines the simplicity of electric typewriter operation with the advantages of high-speed electronic computation. It adds, subtracts, multiplies, carries totals, computes taxes, subtracts discounts, inserts decimal points, stores information in its magnetic core "memory," and types out results, all *automatically*—with an accuracy and simplicity of operation that will delight your office staff.

Low in cost, the IBM 632 was specifically designed for smaller companies seeking accuracy with cost-cutting efficiency. Yet the 632 can also be an invaluable aid for larger companies where, for certain applications, it can be an efficient supplement to more extensive data processing equipment. For instance, the IBM 632 provides easy, accurate *electronic billing* for any size company.

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This pre-punched plastic tape is the key to the flexible efficiency and simplicity of the new IBM 632. It automatically instructs the machine to perform the desired operation, reducing clerical error by eliminating virtually all manual instructions. For a different application, the program tape can be changed in seconds. So simple is the 632 to operate that any typist can learn to use it with only a few minutes' instruction.



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(For more information, see last page)

IBM **ELECTRIC
TYPEWRITERS**



thought starters

Thought Starters deal with "practical solutions to administrative problems." The editor invites contributions—which are paid for at our normal space rates.

PROCEDURES

New pegboard payroll system saves time

A new "one-writing" pegboard payroll system has been introduced by The C. E. Sheppard Co.

Called the Satellite system, it is built around a center line writing feature which allows completion, with one writing, of check or cash pay statement, payroll journal and employee's earnings record, including cumulative earnings. It is said to provide more payroll data faster and with greater accuracy safeguards than other systems of its type.

A 12- by 19-inch journal sheet accommodates a payroll of up to 32 employees. Besides daily hours worked, regular and overtime and

weekly total, there are 13 extra columns for additional earnings or deductions. Earnings record holds complete employee information for an entire year.

For more data, circle number 631 on the Reader Service Card.

COMMUNICATION

New 8mm projector threads automatically

Latest newcomer to push-button photographic equipment is an automatic threading 8mm movie projector. Known as the Auto Load, Bell & Howell states it whisks film through the threading mechanism in less than three seconds.

Film is inserted in the threading channel and the automatic mechanism takes over from there. When



Self-threading projector

a film loop is lost because of tearing or warping, it recovers with a touch on the film guide—without stopping the projector for rethreading.

The Auto Load also features a lens focusing knob that secures sharp focus quickly.

For more details, circle number 626 on the Reader Service Card.

Put "Transferees" on the New Job FASTER...Ha



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PLANT LAYOUT

Scale models result in less costly construction

Use of scale models resulted in \$50,000 savings in pipe and fittings alone in a \$15 million building project. This figure was released by the American Institute of Chemical Engineers in recommending models as a concrete communication aid in transmitting complicated ideas to less highly trained personnel.

Building prototypes, besides reducing over-all drafting costs, save manhours and time in plant start-up. Scale models also reduce the number of drawings required and often result in better design.

BUSINESS FORMS

Looking for savings? Examine your forms

"Adequate attention to basic principles of good form design can save many business firms from 17%

to 78% of recordkeeping costs," says an UARCO Inc. executive. Cost of a form usually represents only about one-twentieth of that of typing or processing it.

Expert re-design of one form used by an New York manufacturer reduced basic motion units from 819 to 665—a 19% decrease in required work.

To trim clerical costs, UARCO makes these suggestions for designing, writing and handling forms:

1. Combine forms wherever possible. Carbon and paper cost far less than a typist's time. Study all ways to combine forms duplicating similar information, such as shipping orders and packing lists, delivery tickets and invoices. Combining forms often enables a firm to eliminate an entire typing operation as well as the cost of an extra set of forms.

2. Choose the form best suited for the job. Autographic registers provide an easy and fast way to prepare handwritten forms. Unit carbon sets forms save time otherwise spent in assembling sets and inserting them.

Use of continuous forms saves additional time.

3. Preprint as much repetitive data as possible. Writing time can be reduced 5% to 10% by appropriate preprinting.

4. Use check boxes to indicate multiple choices. When answers are limited to "yes" or "no," "prepaid" or "collect," etc., much writing and interpreting time is saved.

5. Designate function and distribution of each ply. Colored papers allow quick identification.

6. Proper use of tab stops, margins and staright line typing eliminates need for hand positioning of the typewriter carriage. Such hand positioning takes 12 times as long as a keyboard or tabular stop stroke.

ADMINISTRATION

Executive furniture line has distinctive design

Medaillon is the name of the new line of modular steel office

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(For more information, see last page)



Sorting daily correspondence for filing or distribution becomes a breeze with the G/W correspondence sorter. Use it as a personal file, too. Handsome midnight blue, leather-like grained binding. 20 compartments with index tabs. File is 10" by 12" letter size.

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CINCINNATI 12, OHIO
(For more information, see last page)



- The morning mail flows in — and stops — at the mail desk. Until Jane opens each envelope with a knife or dagger. Ten minutes? Maybe more. Holding up important correspondence — rush orders perhaps!
- Such costly delays can be prevented by a Pitney-Bowes MailOpener.
- There are three models, hand or electric, and each does its allotted work with neatness and dispatch — safely trims a hairline edge off any kind, size or thickness of envelope, never touching what's inside. And so much faster than hand slitting!

Free trial: Call the nearest PB office for a free trial. No obligation. Or write for free illustrated booklet.

FREE: Send for handy desk or wall chart of latest Postal Rates, with parcel post map.



furniture introduced by Corry-Jamestown Mfg. Corp.

Dramatically styled, the desks and other units incorporate features most wanted by executives. Finishes include modern colors as well as conservative metallic and deep-toned browns.

For more details, circle number 629 on the Reader Service Card.

EMPLOYEE RELATIONS

First aid dispenser unit has inspection windows

Plastic windows on compartments of a new first aid kit permit check of contents at a glance. Originated by Davis Emergency Equipment Co., each unit is also protected by airtight cellophane with easy-to-open tab. A continuous red line signals an open package.



See-through first aid packages

A wide variety of medications are packaged in convenient sanitary one-application tubes or swabs.

For more data, circle number 627 on the Reader Service Card.

Pay slips point up employee benefits

Here is a low-cost way of making workers aware of company benefits. Cartoon enclosures for pay envelopes contrast modern work conditions with what they used to be.

They're printed in every color but pink. The series covers retirement provisions, advancement opportunities, automation, safer working conditions and other benefits.

Cost per employee for 12 different monthly messages is slightly over a cent each.

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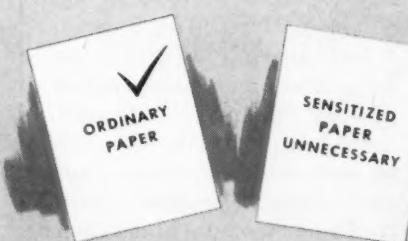
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Copy 1200 different documents per hour . . . a print in less than three seconds.



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(For more information, see last page)

Jamaica

(Continued from page 48)
rent one for \$60 to \$90 a month. Maids are available at \$5 a week.

To the newcomer, Jamaica is still a tropical paradise, a colorful, picturesque panorama of blue water, white sand and green mountains, brilliant with floral vegetation. Living is described generally as gracious, emphasizing leisure and recreation. There are nine golf courses, plus country, yacht and gun clubs, and the most popular sports are cricket, football, tennis, fishing and swimming. There are modern cinemas, mineral baths and taxicabs. Contrast between winter and summer is negligible with daytime temperatures ranging in the 70's and 80's all year along the coast. Heavy rainfall usually is limited to early spring and late fall.

A British colony for 300 years, Jamaica is almost completely on its own now as an autonomous part of the newly Federated British West Indies whose first parliamentary elections are to be held in April. The entire federation then became a self-governing unit of the British Commonwealth. Jamaica had already been given internal self-control. Since 1944, when a new Constitution was adopted granting Jamaicans universal suffrage, the island has been governed by a popularly-elected legislature acting under the British-appointed governor, and an executive council, appointed and elected, which sets policy. In 1953, government services were placed under a ministerial system which last November became the cabinet. At the same time, the British limited the scope of the

governor's powers to external affairs. Island politics, generally, are two-party, both labor but both zealously and ardently pro-Jamaica, and staunch backers of IDC. They are as grateful as the government for U.S. investors.

Jamaica's present governor is Sir Kenneth Blackburne, former governor of the Windward Islands. He took office last November when Sir Hugh Foot, the strong and universally admired governor since 1949, was transferred to Cyprus.

Parliamentary self-rule will be a big step for Jamaicans, although they have been readying themselves for more than a decade, but the change is expected to have no effect on the island's hospitable attitude toward industrial settlers on whom Jamaica depends primarily for the long-sought prosperity.

A safe investment

Said Sir Hugh, as he departed for trouble-ridden Cyprus:

"Nowhere in all my experience in the areas in which I have served, whether in Asia or Africa or in the sphere of the Caribbean—not to speak of Central and South America—nowhere is there any country in which investment is safer than it is in Jamaica."

m/m

MORE DETAILS

This article covers only the more salient features of Jamaica as a site for new industry. Additional facts, in booklet form, will be sent on request. Simply circle number 613 on the Reader Service Card in the back of this issue.

This view of Jamaica's north coastline is available from Queen's Highway.



Now...to meet the big Profit Challenge of 1958



Edison Voicewriter and the Edison Diamond Disc can show you the way to more profitable workdays, through new accuracy and speed in handling written communications.

See how the Edison Voicewriter cleans up paper work, and cuts office costs for only \$17.81 a month

Here's immediate relief from today's paper-work pressures *and costs*—the versatile Edison Voicewriter model VPC-1 that doubles as dictation instrument and secretarial transcriber.

With an Edison Voicewriter, any executive in your organization can immediately step up paper-work efficiency—make more time for other important work. At conferences, at his desk, at home, or on the road, the man who uses a Voicewriter is always ready to clean up correspondence and reports *fast*, at any hour of the

day or night. When he gives the Edison Diamond Disc to his secretary, she's ready to proceed with typing, with no time lost, as with shorthand dictation. Try a Voicewriter on Edison's easy-pay plan, and see how you save.

On an Edison lease plan, the compact, double-duty Voicewriter model VPC-1 costs as little as \$17.81 a month—fully equipped for use by executive and secretary. Why not make the decision to lease a Voicewriter today? Check the savings and convenience *as you pay*, without

large, initial financial commitments.

For equipment and systems for offices of every size, look to Edison...the organization that pioneered modern dictating equipment, dial telephone and network dictation, and the new All-Purpose Edison Voicewriter.

For information on the Edison lease plan, for a free demonstration, or free literature, write Edison Voicewriter Division, Thomas A. Edison Industries, West Orange, N.J., today. In Canada: 32 Front Street W., Toronto, Ontario.

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FOR EVERY
OFFICE NEED**



• portable equipment



• dictation through
interoffice dial phones



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dictation systems



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(For more information, see last page)



THE MAN
Philip S. Fogg
Chairman of the Board

THE COMPANY
Consolidated
Electrodynamics Corp.

THE DESIGNER
Theodore L. Pletsch
Pasadena

Showcase for an industry

where they

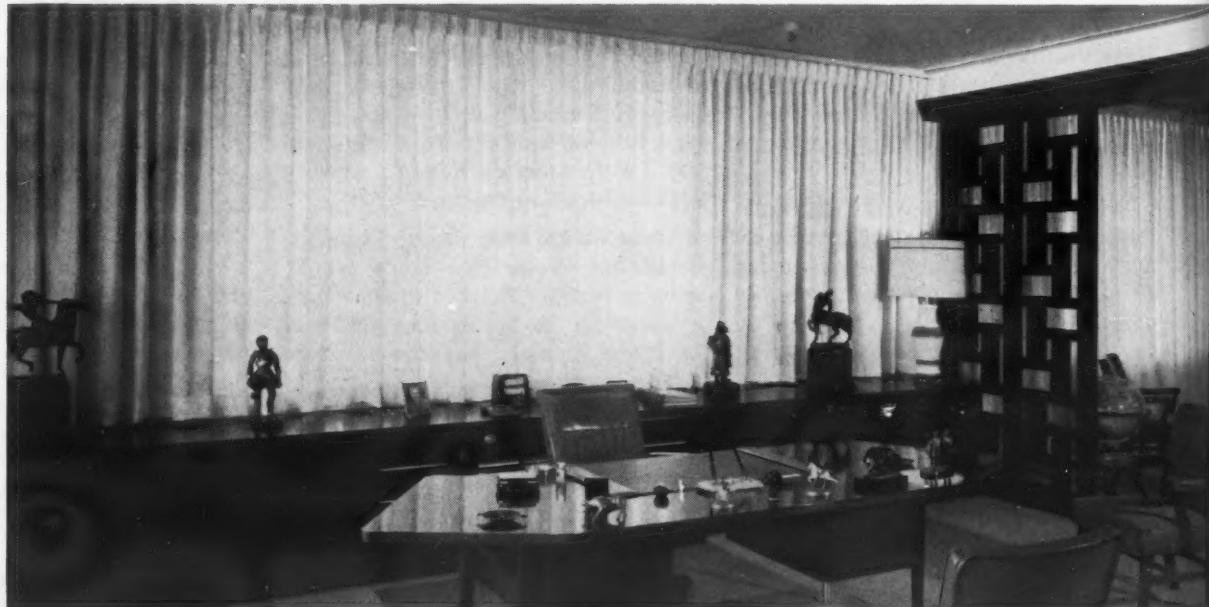
the offices

Occupying a portion of the roof-top of his firm's new building in Pasadena, Philip Fogg's office has been designed to highlight the achievements of the fast-growing electronics industry. At the same time, it provides an atmosphere of calmness and quiet conducive to executive decision-making.

Behind the board chairman's desk, a conveniently placed instrument panel controls interior lighting arrangements, the opening and closing of fibre-glass curtains that screen a terrace and a sliding panel door connecting his suite to the reception area. Louvered shutters, electronically controlled, adjust to the movement of the sun to provide a constant degree of light throughout the day.

A combination conference and board room becomes an integral part of the chairman's office when not in use as a meeting area. There is also a conveniently located pantry, fully equipped with range, refrigerator, serving bar and all equipment necessary for luncheon arrangements.

An air of spaciousness results from flow of one area into the other. Harmony throughout of carpeting, lighting treatment, drapes and furniture motifs serve to unify entire executive suite.



work

of successful men



Convenient fingertip control of lighting, air conditioning, heating, drapes and sliding door is provided by instrument panel mounted behind chairman's desk.



Board room meeting area is conveniently close to serving pantry, informal rest nook and reception area, through open doorway at left, rear.



Executive suite, perched on rooftop of firm's research, engineering and marketing building, overlooks landscaped area, employees' garden cafeteria and main manufacturing plant.

Another view of the board room meeting area shows how carpeting, lighting and draperies combine to create an atmosphere of quiet calm.



This friendly small city is opening its arms to industry.

- Plenty of desirable factory sites—at bargain prices—including railroad siding property.
- Plenty of industrial water.
- Plenty of local labor—capable and willing.
- Plenty of homesites at low budget prices.

Plus

- Barge water transportation to Jacksonville.
- Local and State Government cooperation.
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- 40 miles to Daytona Beach—30 miles to New Smyrna Beach.
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Be our guest for a day or two and see for yourself.

Seminole County
CHAMBER OF COMMERCE
 DEPT. 4, SANFORD, FLORIDA

(For more information, see last page)

Who owns your employees' inventions?

Wise firms take steps to avoid disputes

When an employee creates an invention, new development or idea pertaining to his job, who owns it—the employee or the employer?

Despite some grey areas in the law which result in some understandable disputes, there are a number of cases which draw fairly sharp guide lines. The cases which follow indicate steps you can take to protect your company's interests.

Employee's rights

A man was employed as manager of a plant making containers for fuses. On his own initiative he conceived and developed a "reusable" container to replace the "stripped can" then in use. Although the drawings and dies for the production were purchased by the employer, the patent application was made by and the patent issued to the employee.

Disagreement arose over ownership of the patent. The employer sued, asking for a decree of the court that the patents were the property of the employer. In its decision, the New York State court refused the decree. Said the court:

"This employee could and did perform the duties of his employment in the nature of manager for which he was hired and paid, and should not be penalized for designing a patentable improvement on a 'reusable' can which materially benefited the employer, nor is his invention the property of the employer solely because he was in the general employ of the manufacturer when he made the invention."

The court supplemented this statement by stating the rule of law controlling the disposition of controversies of this character:

"The general rule is that in the absence of an express agreement by the employee to give his employer the benefit of the employee's inventive genius, the employer has no interest in the patents issued to said employee, even though it can be said that his inventive power was stimulated by knowledge necessarily derived from his employment."

Another feature, however, restricts the right of an

employee to the undisturbed enjoyment of the benefits of an invention which he has perfected on the time and with the facilities of his employer. This restriction arises when the inventor has been employed for the *specific* purpose of doing that very thing.

Employed by the federal government, a chemist was assigned to research for a poisonous gas to be used in the fumigation of troop ships. Ownership of his invention was later claimed by the employee and suit brought by the United States for a decree establishing title to the invention in the government.

In its affirmance of the award of this chemical invention to the government, the federal appellate court said of this restriction on the right of an employee to inventions developed in that manner:

"An employee performing all the duties assigned to him in his department of service may exercise his inventive faculties in any direction he chooses with the assurance that whatever invention he may thus conceive and perfect is his individual property.

"But this general rule is subject to these limitations. If one is employed to devise or perfect an instrument or a means for accomplishing a prescribed result, he cannot, after accomplishing the work for which he was employed, plead title thereto against his employer.

"That which he has been employed and paid to accomplish becomes, when accomplished, the property of his employer; whatever rights as an individual he may have had in and to his inventive powers and that which they are able to accomplish, he has sold in advance to his employer."

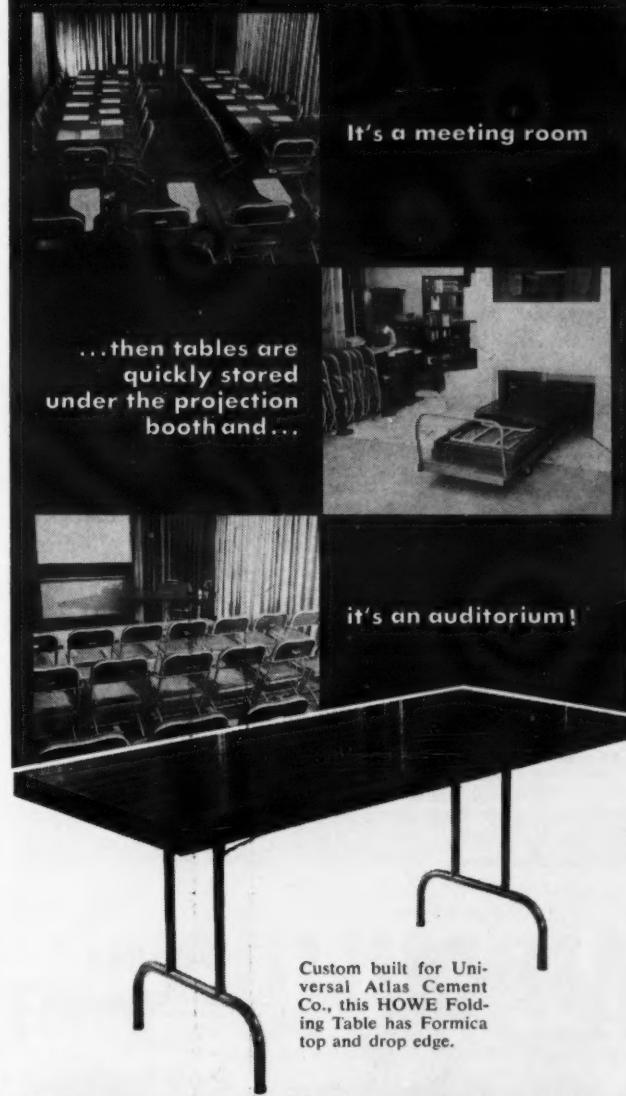
Rules summarized

In the previously mentioned dispute over the "reusable can" patents, the New York State court followed as authority the decision of an action of similar character by the Supreme Court of the U. S. made several years before. There, two government employees had been assigned research work in the use of radio for the remote control of bombs on airplanes and torpedoes in the sea.

While at work on this project and impelled solely by their own curiosity, they perfected and invented an apparatus for substituting the ordinary house lighting alternating current for direct battery current. The federal government claimed ownership of this invention and the patents.

In this action by the government, the Supreme Court summarized the rules governing not only the rights of the employee to his inventions but the corresponding rights of the employer, that have since been generally recognized as law by the courts:

"One employed to make an invention, who succeeds during his term of service in accomplishing that task, is bound to assign to his employer any patent obtained. The reason is that he has only produced that which he has been employed to



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invent. His invention is the precise subject of the contract of employment. The term of the employment agreement necessarily is that what he is paid to produce belongs to his paymaster.

"On the other hand, if the employment be general, albeit it cover a field of labor and effort in performance of which the employee conceived the invention for which he obtained a patent, the contract is not so broadly construed as to require an assignment of the patent."

Underlying this rule, according to that court, is a reluctance on the part of the courts to *imply* an agreement by the inventor to assign the patent on account of the nature and characteristics of the act of invention.

Said the court: "Recognition of the nature of the act to invent also defines the limits of the so-called shop right which, shortly stated, is that where a servant during his hours of employment, working with his master's materials and appliances, conceives and perfects an invention for which he obtains a patent, he must accord his master a non-exclusive right to practice the invention." m/m

REFERENCES

Cahill vs. Regan, 153 N.Y.S.2d 768, New York, April 20, 1956
Houghton vs. United States, 23 Fed. 2d 386, Maryland, Jan. 10, 1928
United States vs. Dubilier Condenser Corp., 289 U. S. 178, April 10, 1933



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How to predict worker performance

THE EVALUATION INTERVIEW: PREDICTING JOB PERFORMANCE IN BUSINESS AND INDUSTRY, by Richard A. Fear. McGraw-Hill, New York. 1957. 288 pp. \$6.

The problem of evaluating applicants for higher-level jobs, with more certainty and less hunch, is the subject of this book. The author is vice president of the Psychological Corp. in New York. The book gives step-by-step procedures for using an interview as a selection device, from the moment the applicant comes in the door until the report is written. The book gives points on being a good interviewer, and tells how to evaluate the applicant's responses.

Other how-to-sections cover such aspects of the matter as aptitude tests and an "interview guide" which, says the author, gives the interviewer a "track to run on."

How to get foremen to lead

MODULAR MANAGEMENT AND HUMAN LEADERSHIP, by Frank Pieper. Methods Press, Minneapolis. 1958. 288 pp. \$6.50.

This book, says its author, who is coordinator of employee training at the University of Minnesota, settles the question of whether democratic or autocratic method of leadership is most successful.

Both are necessary, according to the book which sets out to show How to act with Whom about What.

Directed primarily at leaders of workers, it is at once a practical manual on how to help workers work, and an academic discussion of the general situation in which a foreman or supervisor in industry or government finds himself today.

Basically, says Pieper, the leader is caught between the demands of scientific management and the needs of workers for human leadership.

Although the book recommends making the "lead" fit the need, it also condemns "tricky human relations techniques that manipulate people." It is also a "how-to" book, tackling with clarity such topics as "how to prevent problems and how to solve problems that can't be prevented."

How to find the facts you need

INFORMATION FOR ADMINISTRATORS, by Paul Wasserman. Cornell University Press, Ithaca, N. Y., 1956. 375 pp. \$6.

Subtitled "A guide to publications and services for management in business and government," this book is apparently an outgrowth of the old axiom that a

man's judgment is no better than his information. Because today's decision-making problems are becoming increasingly complex, the sources of information are forever growing until the seeker of data is confronted by a maze.

This manual is more than that; it is suggestive in approach, covers information sources by category, rather than by subject although it contains a copious index. It tells where to get facts about almost any subject or situation, foreign and domestic, and tells which sources are best. The author is librarian at Cornell University's Graduate School of Business and Public Administration.

How to move materials

MATERIALS HANDLING EQUIPMENT, by D. Oliphant Haynes. The Chilton Co., Philadelphia. 1957. 636 pp. \$17.50.

MATERIALS HANDLING APPLICATIONS, by D. Oliphant Haynes. The Chilton Co., Philadelphia. 1958. 381 pp. \$12.50.

These two comprehensive, detailed works by a veteran consulting industrial engineer may well find their way into the hands of anybody who has to take modern industrial machinery into account in his planning. Although published separately, they are being offered by the publisher as companion volumes. In *Materials Handling Equipment*, the author covers every type of moving machinery, with more than 2,000 line drawings that show not only their external appearance, but how they work. The book carries a detailed index.

Materials Handling Applications, as the name implies, is a guide to the economical and effective use of handling equipment, including that for the movement of liquids. As comprehensive as its companion, the book covers all the problems of its subject, with an outline of various survey methods to get desired results.

What motivation is all about

INTRODUCTION TO MOTIVATION RESEARCH, by J. George Frederick, Business Bourse, New York. 1957. 230 pp. \$4.75.

Written by a former editor of *Printers' Ink* and *Advertising and Selling*, this book offers a basic, progressive explanation of motivation research, what it is, what it's good for and why, how it came about, and a defense against its critics.

Frederick, who now heads Business Bourse publishing house, says he wrote the book as a ready introduction to MR for anyone who wants to use this much-talked-about technique or merely to understand it.

The book is divided into 22 chapters, covering all aspects of what makes people buy what they do, and why. There is also a discussion of the ethics involved, and some interesting case histories of MR in action. Far from being an unscrupulous technique that its critics have branded it, MR is, in Frederick's words:

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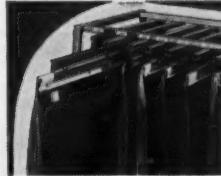
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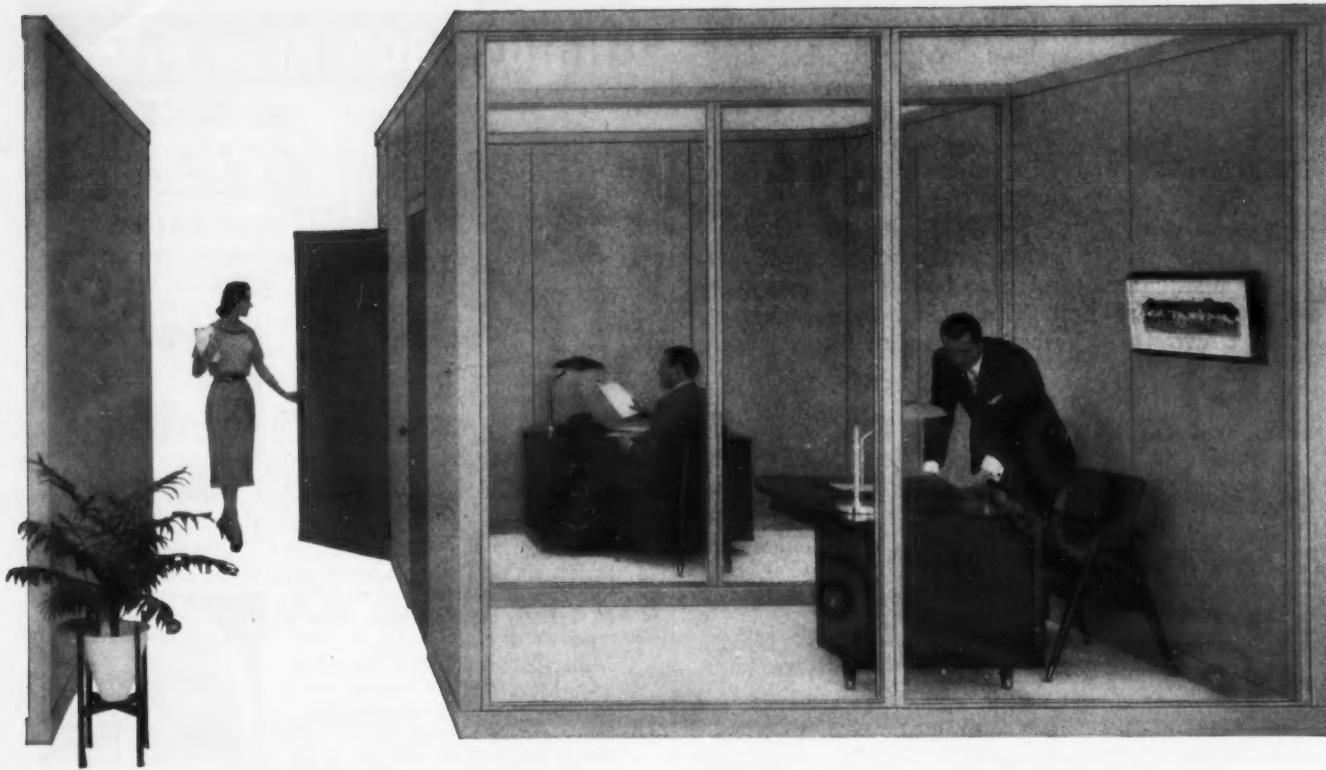


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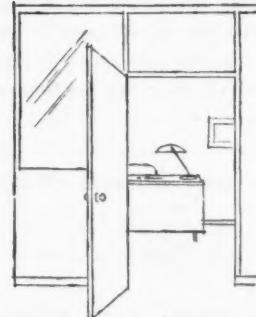
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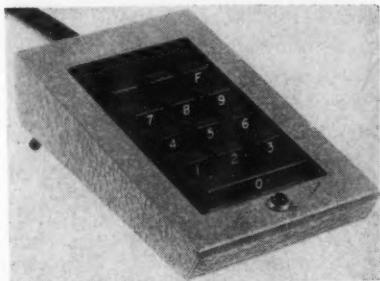


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**New decimal keyboard
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A versatile decimal keyboard, designed for easy integration into a variety of electrical and electronic systems, is being marketed by Burroughs Corp.



Decimal keyboard for digital input.

The unit, listing at \$145, provides rapid manual digital input for plotters, computers, paper tape preparation units, control equipment and other systems. It has 10 decimal and three optional assignment keys, comes equipped with a three-foot, 41-wire cable that includes leads for power-indicating light at base of the keyboard. The unit is also available without housing or cable for custom installations.

For more data, circle number 605 on the Reader Service Card.

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For the second year, a home study course in electronics for business is available from Business Electronics Inc. Designed for people without technical training or experience, it is based on a course members of the firm teach at the University of California Extension Service.

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each year for permanent reference.

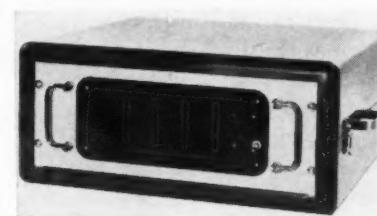
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A fully transistorized, high-speed analog-to-digital converter capable of 6,000 independent conversions per second has been developed by Fischer and Porter Co., Hatboro, Pa.

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The converter operates by comparing analog input voltages with an internal reference voltage derived by summing weighted current from a precision power supply. The conversion is obtained by push button, or by a two-volt transient, externally applied. Readings are by neon indicators.

For more data, circle number 608 on the Reader Service Card.

Labor-shy Germany aided by electronics

Confronted by a short labor supply, West German businessmen are showing increased interest in electronic calculators and computers.

A computer developed by Standard Elektrik of Stuttgart, a

subsidiary of International Telephone and Telegraph Co., has enabled a major mail order house to reduce its order department staff from 1,200 to 400. The company does \$80 million gross business annually.

The machine reports if an ordered item is in stock, gives its unit cost, the cost of multiple units, shipping costs, prints order blanks in duplicate for the shipping department and for each article, and subtracts the product from the total number in stock. The unit contains 14,000 transistors, 60,000 diodes and a total of 185,000 contacts, but uses no more power than an ordinary hot plate.

Considerable interest is also being shown in the first calculator developed independently of American patents. A product of the Zuse Co. at Neunkirchen, it is considerably less expensive than U. S. models and is simpler in construction. Operated by perforated tape, the machine adds and subtracts only, but is capable of division and multiplication in terms of 0 and 1.

Zuse requires three weeks to manufacture the calculator, and its output for the next 10 months is already sold.

For more data on the computer, circle number 602 on the Reader Service Card.

For more data on the calculator, circle number 601 on the Reader Service Card.

Folder explains ways to check computer accuracy

A mathematical error committed by any of the speedy electronic computers used in business data processing can produce weird results. A non-technical explanation of the two ways of checking computer accuracy is available in booklet form from the Remington Rand Univac Division of Sperry Rand Corp.

The folder compares the values of built-in, self-checking circuits with spot-checking procedures.

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Home Study Course In Programming Business Computers

A home study course, the first and only one of its type, is being offered by Business Electronics Inc. Designed for people without technical training or experience, it is based on a similar course members of the firm developed and are teaching at a large University.

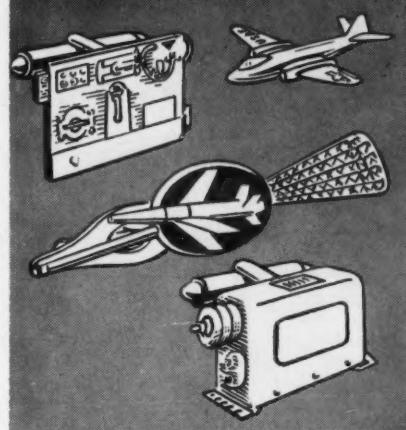
Students are taught to develop and program electronic systems for business problems such as Payroll, Accounts Receivable, Inventory Control, etc. for a theoretical electronic computer called BEC.

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Free brochures describing the course are available upon request from Business Electronics Inc., Educational Division, 420 Market Street, San Francisco 11, California.

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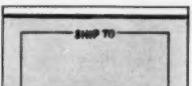
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Watch out for wage incentives

(Continued from page 39)

tion rather than greater worker effort may be the secret to greater manufacturing margin. Incentive plans which pay off on worker's extra physical effort—particularly on machine-controlled jobs—can do little to further the company's real objective: unit cost reduction.

Top management itself must seek an answer to the all-important question of whether the management climate is favorable. Tough-minded examination should indicate the presence of the following conditions; these are the *real* keys to long-term success with wage incentives:

Top management realism: Management needs to be brutally realistic in evaluating those things involved in making wage incentives work well. Management at all levels must demonstrate a willingness to pay a stiff personal price for success—a willingness to set and maintain consistent, hard-but-fair policy, to apply deep thought, and to spend adequate time on the inevitable day-to-day controversies which arise. Any management unwilling to pay this price—and there are some—is doomed to be at the mercy of never-ending worker demands for



**ABOUT
THE
AUTHOR**

For the past eight years Thomas H. Martzloff has been associated with the San Francisco office of McKinsey & Co., Inc., management consultants. He has counselled clients on a variety of top management problems in the fields of organization, personnel and manufacturing operations.

Professionally, he has held offices in the American Institute of Industrial Engineers and the American Society for Quality Control. He has authored numerous articles on the concept and application of successful business management practices.

standards modification. Once management's dedication to objectivity begins to slip, the road back is indeed a difficult one.

Skillful supervision: Middle management, right down to the front line foreman and supervisor, constitutes a principal element in the failure or success of incentives. Experience shows that rather than give up their prerogatives, supervisors must become even more skillful in training workers, in handling delicate labor relations matters, and in holding the line against unreasonable labor demands. They must also play an important role in fostering clear understanding of the economies, psychology, and the implications of wage incentives to the individual worker and to the union.

Obviously, such skills cannot be developed over night. Long experience and a high order of supervisory talent is necessary before wage incentives should ever be considered.

A mature labor relations picture: Too often, wage incentives are expected to smooth out otherwise rough labor relations. Instead, experience shows that incentive programs can add fuel to an already smoldering fire by providing causes for grievance, causes for poor morale and attitude, causes for work slowdown or outright strike.

The company considering wage incentives should long ago have developed an atmosphere of mutual respect and trust with its workers and their authorized representatives. Good labor relations need to be working for—not against—the management that wishes to inaugurate a successful incentive pay scheme.

Recognition of wage incentive dollar costs: Management must be ready to shoulder the overhead essential to an efficient and effective incentive program. The continuing expense of maintaining labor standards and administering a wage payment program often surprises companies with newly established incentive systems. Rapidly changing technology demands that jobs be restudied by a corps of salaried industrial engineers, that new methods be established, that new job standards be devel-



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oped constantly. Such maintenance activities are a "must" if incentives are to work effectively in the company's best interest. And clerical costs of administering sometimes complicated payment plans also need careful study. It is too easy to underestimate these dollar costs in calculating incentive plan pay-out.

Even these kinds of expense do not include hidden costs involved in grievance handlings, in discussions of controversial issues, or the costs involved in making special studies and analyses required to solve difficult management-worker problems.

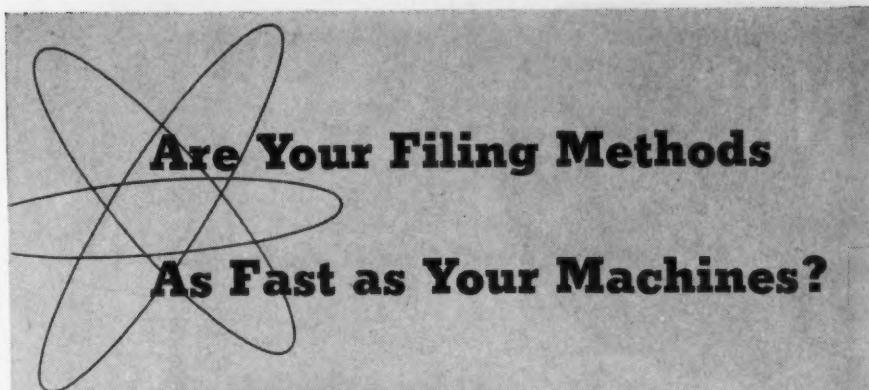
In all honesty, managements rarely—if ever—know accurately the *total* costs involved in administering and maintaining a wage incentive program.

Experience with effective management controls: In the final analysis an incentive application is merely a refinement of good management control and motivation techniques. Before any company undertakes such a program, these management tools should already have been in successful operation for considerable time:

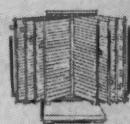
- Well-defined company policies and objectives which actually work in day-to-day practice.
- A sound pattern of basic wage rates built upon job evaluation.
- Responsibility accounting which allocates operating expenses to members of management and supervision who are actually responsible for incurring those costs—right down to the level of the front line supervisor.
- A well-oiled supervisory training program which continually refreshes the older hands and upgrades supervisory know-how among young men.
- Engineered labor standards against which to measure labor performance. (As a matter of fact, much can be accomplished by properly applying engineered labor standards alone—without ever using them as the basis for paying an incentive wage.)

If all these management climate indicators are favorable, adding a program for incentive wage payments is like spreading frosting on an already baked cake—while it improves the result, it also comes last.

m/m



**Are Your Filing Methods
As Fast as Your Machines?**



DESK STANDS



ROTARIES



FLOOR STANDS



CARD HOLDERS



TRAYS



CABINETS

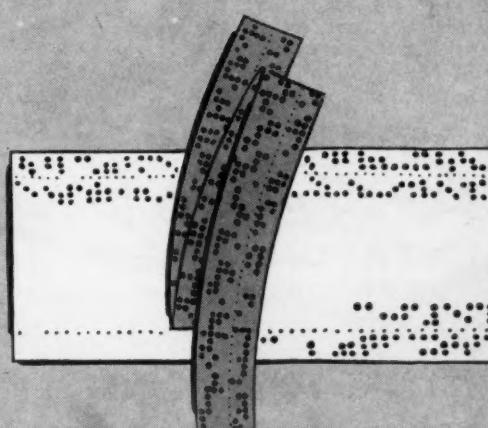


EXPANDER CABINETS

ACME VISIBLE

**speeds the availability of
source material
provides accessible filing
of the products of**

AUTOMATION



Electronic machines produce punched cards and tapes at astounding speed. Once punched many become permanent records to be used over and over again. Acme Visible Records and equipment provide for filing and fast finding, with SEEABLE indexing that speeds the handling of this material to keep pace with the machines.

ACME VISIBLE RECORDS, INC.
Crozet, Virginia

**District Offices and Representatives
in Principal Cities**

ACME VISIBLE RECORDS, INC., Crozet, Virginia C-558

We are interested in filing

Tapes (approx. length) _____

Edge-punched cards _____

I.B.M. Cards _____

Have representative call. Date _____ Time _____

Company _____

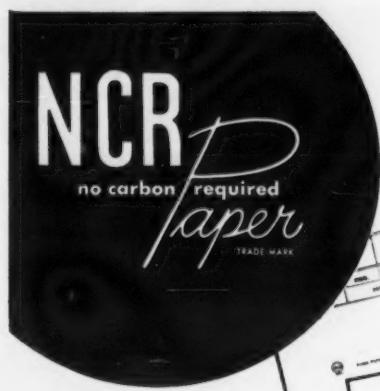
Attention _____

Address _____

City _____ Zone _____ State _____

(For more information, see last page)

Ask the man
from Acme
to show you
samples



BUSINESS FORMS WITHOUT CARBONS

NCR PAPER DOES IT!... produces cleaner, clearer copies

Business forms users everywhere are discovering that NCR Paper speeds up their work. Without using carbon paper or even any carbonization, this amazing paper makes perfect copies of sales slips, invoices, premium notices, stock requisitions—any one of hundreds of applications where clean, clear copies are needed.

Non-smearing NCR Paper, perfected by the research laboratories of The National Cash Register Company, eliminates smudging of copies or fingers and

is easy to handle because it requires no carbon inserts. Up to five legible copies can be made with a standard typewriter, ball-point pen or pencil and eight or more with a business machine or electric typewriter.

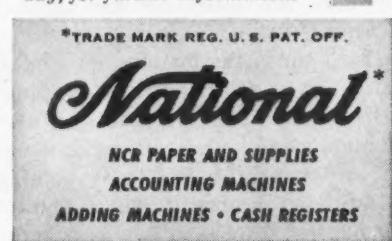
NCR Paper is simple to use. Just put together several forms. Copies are obtained from hand written or business machine or typewriter forms. Finished copies are always neat and clean, easy to read.

**ANOTHER PRODUCT OF
THE NATIONAL CASH REGISTER COMPANY, Dayton 9, Ohio**

989 OFFICES IN 94 COUNTRIES

(For more information, see last page)

Have your forms printed on NCR Paper by your present forms supplier. You'll be amazed how easily it solves the problem of producing multiple copies. You'll get better, cleaner copies in less time! Phone your present forms supplier, today, for further information.



Don't brush off job applicants

Today's rejected job hunter may be your firm's customer tomorrow.

Companies encountering the current increase in job-hunters have an opportunity to gain goodwill for themselves and their products in the way they treat applicants.

Here's a case in point:

Several years ago a young high school graduate walked into the office of a Pennsylvania contractor looking for a job. There weren't any jobs, but the owner took time to talk to the youth and suggest some other companies where he might find work. Just recently, this contractor was awarded a contract to convert a large manufacturing plant. Curious as to how he happened to be invited to bid, he discovered his name had been proposed by the young job seeker of years before who now was an engineer with the realty company in charge of the project.

Unless you interview job applicants personally, you may not be directly concerned with the problem, or aware of the manner in which other members of your firm handle these applicants. Companies which have personnel departments, of course, are alert to the necessity for a thoughtful rejection, but in other firms it is up to telephone operators, secretaries, receptionists and junior executives to avoid making the applicant feel like a beggar asking for a handout.

No dead files

If your company requests all job seekers to fill out application forms, you can enhance your standing by either notifying them of their rejection, or by assuring them that although there are no vacancies now, their application will not

Pennies a Year

FOR RECORD STORAGE WITH LIBERTY BOXES

Keep inactive records safe, clean and neat with Liberty Storage Boxes. You'll find them sturdily built... and so economical. The cost of a Liberty Box over a ten-year period figures out at just pennies a year! Write today for free catalog—find out how Liberty Boxes can help you lower record storage costs.

Sold by stationers and office equipment dealers from coast to coast.

BANKERS BOX CO. Dept. MM-5
2607 North Paulina Avenue • Franklin Park, Illinois

(For more information, see last page)

FOR MEN AT THE APPROVAL LEVEL

The base of an office chair carries the load and takes the hard knocks. People kick it, scrape it, bump it and grind sand into it with their feet. No wonder the ordinary base looks shabby even in a few weeks.

You could save money if you could buy office chairs with bases that would never need refinishing and never wear out.

Sturgis office chairs with fiber glass bases cost no more than most ordinary chairs. The Sturgis fiber glass base is unbelievably strong and tough. It will never need to be refinished because there is no finish to scuff off. In short, it will never wear out. When it gets dirty wipe it off with a damp cloth and it will look like new.

Write for a folder showing 33 models of Sturgis chairs, 15 with fiber glass bases. Hundreds of smart, modern color combinations are available.

The Sturgis Posture Chair Company, Sturgis, Michigan. General Sales Offices, 154 E. Erie Street, Chicago 11, Illinois.

(For more information, see last page)

ALLSTATE INSURANCE CO. TESTS and SELECTS PEIRCE DICTATION



4,000,000 customers can't be wrong

Allstate Insurance Co. has cut "red tape" to pay claims fast—often "on the spot!" PEIRCE DICTATION machines were selected for home and branch offices as best to speed and ease correspondence handling... facilitate quick customer service. PEIRCE produces better letters at less cost.

Allstate underwriters (above) simultaneously erase unwanted phrases while redacting changes in context. Error-free belts are dictated and transcribed up to 40% faster.

PEIRCE
the name that dictates progress

(For more information, see last page)

WORLD'S MOST COMPLETE AND LOW COST DICTATION SYSTEMS... tailored to specific company requirements.

- reusable dictation belts
- outstanding magnetic clarity
- individual, combination, networks

BATTERY PORTABLE
full facility
4½ lbs.
book size



PEIRCE DICTATION SYSTEMS
5900 Northwest Hwy., Chicago 31, Ill.
Send "USER'S REPORT" File

name _____

company _____

address _____

city _____ zone _____ state _____

In AUTOMATIC DATA PROCESSING
the PRE-INPUT STAGE
is as important as the

GUN is to the HUNTER!

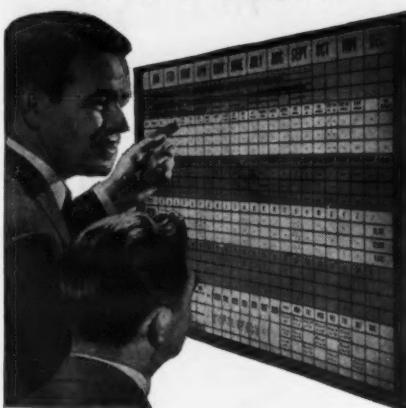


... and we are proud to be helping to score a hit for automatic data-processing systems with electronic pre-input equipment.

Stromberg Time
CORPORATION
THOMASTON, CONNECTICUT

(For more information, see last page)

How To Get Things Done Better and Faster



- ★ Gives Graphic Picture of Your Operations
Spotlighted by Color
- ★ Facts at a glance—Saves Time, Saves
Money, Prevents Errors
- ★ Simple to operate—Type or Write on
Cards, Snap in Grooves
- ★ Ideal for Production, Traffic, Inventory,
Scheduling, Sales, Etc.
- ★ Made of Metal. Compact and Attractive.
Over 250,000 in Use

Complete price **\$49.50** including cards

FREE

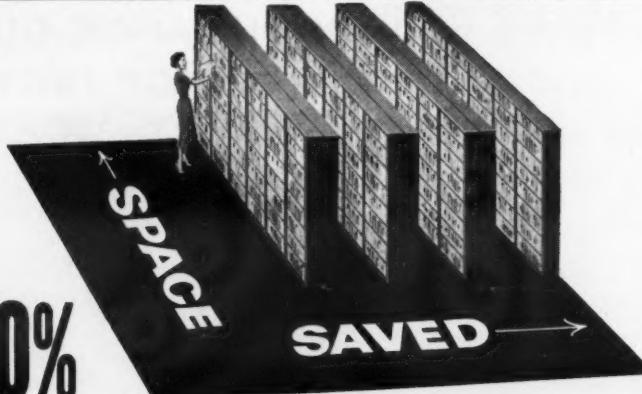
24-PAGE BOOKLET NO. M-200
Without Obligation

Write for Your Copy Today

GRAPHIC SYSTEMS

55 West 42nd Street • New York 36, N. Y.

(For more information, see last page)



SAVE 60% filing floor space with VERTI-FILE®



Your most effective way to gain floor space and save rent is with vertical filing by modern Deluxe Verti-Files. In a 250,000 file-folder file installation, old-fashioned drawer files occupy 1,704 sq. ft. floor space, but Deluxe Verti-Files use only 754 sq. ft. Compact Deluxe Verti-File is free-standing, rigid shelving by America's leading boltless steel-shelving maker. Call your nearby Deluxe dealer (see yellow pages) or write for Catalog 416.

DELUXE METAL FURNITURE COMPANY, Warren 17, Pa.
A Division of Royal Metal Manufacturing Company

DELUXE

(For more information, see last page)

go into a dead file. It doesn't hurt, either, to thank them for thinking of you.

One eastern metal stamping company promotes goodwill by telling each job applicant approximately when a decision will be made regarding a vacancy. It then notifies him in writing, thanking him for applying, and expressing the hope his qualifications will interest the company at a later date.

This practice was established by an executive of the company who remembers when, back in the 1930's, he was "on the outside looking in." Some of his experiences with apparently reputable companies made a deep and lasting impression.

"In fact," he says, "the shabby treatment I received in some instances still influences my selection of suppliers."

Some firms are courteous enough to possible new employees when the demand for workers exceeds the supply, but they are often lax when the situation is reversed.

Management should remember that each applicant may have made a considerable investment—in money, travel, time, food, clothing and research—to prepare himself for an interview.

How to win friends

Here are two other concrete pointers on handling job applicants that will gain you goodwill.

■ Distribute instructions on handling job seekers to all employees who will come in contact with them.

■ Give the applicant something to take away with him. If you can't prepare booklets or pamphlets, or offer a sample of your product, there's nothing wrong with a copy of an attractive annual report.

Some firms have found it pays to go even further with measures such as these:

■ Provide special room with desks and writing equipment away from the flow of traffic where the applicant can fill out forms without feeling he is on exhibition.

■ Arrange a display of company products in the reception room, or set up a push-button motion picture projector to tell the company's story briefly but vividly. m/m

**Tidewater Oil Company stuffs 1,000,000
invoices plus advertising pieces per month
with the Phillipsburg Inserter!**



Phillipsburg Inserter installation at Tidewater Oil Co., Los Angeles

Cycle Billing Problems ?



Phillipsburg Inserter simplifies, speeds cycle billing !

*Manned by one operator, the Phillipsburg Inserter—with exclusive vacuum feed—stuffs invoices, credit cards, advertisements and return material into envelopes, seals, prints indicia, counts and stacks—at rates up to 6,000 pieces per hour! Pieces come off the machine **fully processed . . . accurately stuffed . . . all ready for the Post Office.** Tidewater is thus able to mail statements early, receive remittances promptly, audit on schedule and close cycles on time!*

NEW!

Phillipsburg Inserter with Feed Table eliminates need for stapling bills. Send coupon for details.

FINE PRODUCTS THROUGH IMAGINATION



Bell & Howell
Phillipsburg

PHILLIPSBURG, NEW JERSEY
Successor to Inserting and Mailing Machine Company

All businesses can save with the Phillipsburg Inserter!
Mail coupon for "Wider Horizons" brochure . . .

Bell & Howell Phillipsburg Co., Phillipsburg, N. J.

Please send "Wider Horizons" brochure
 Information on New Feed Table

Name _____

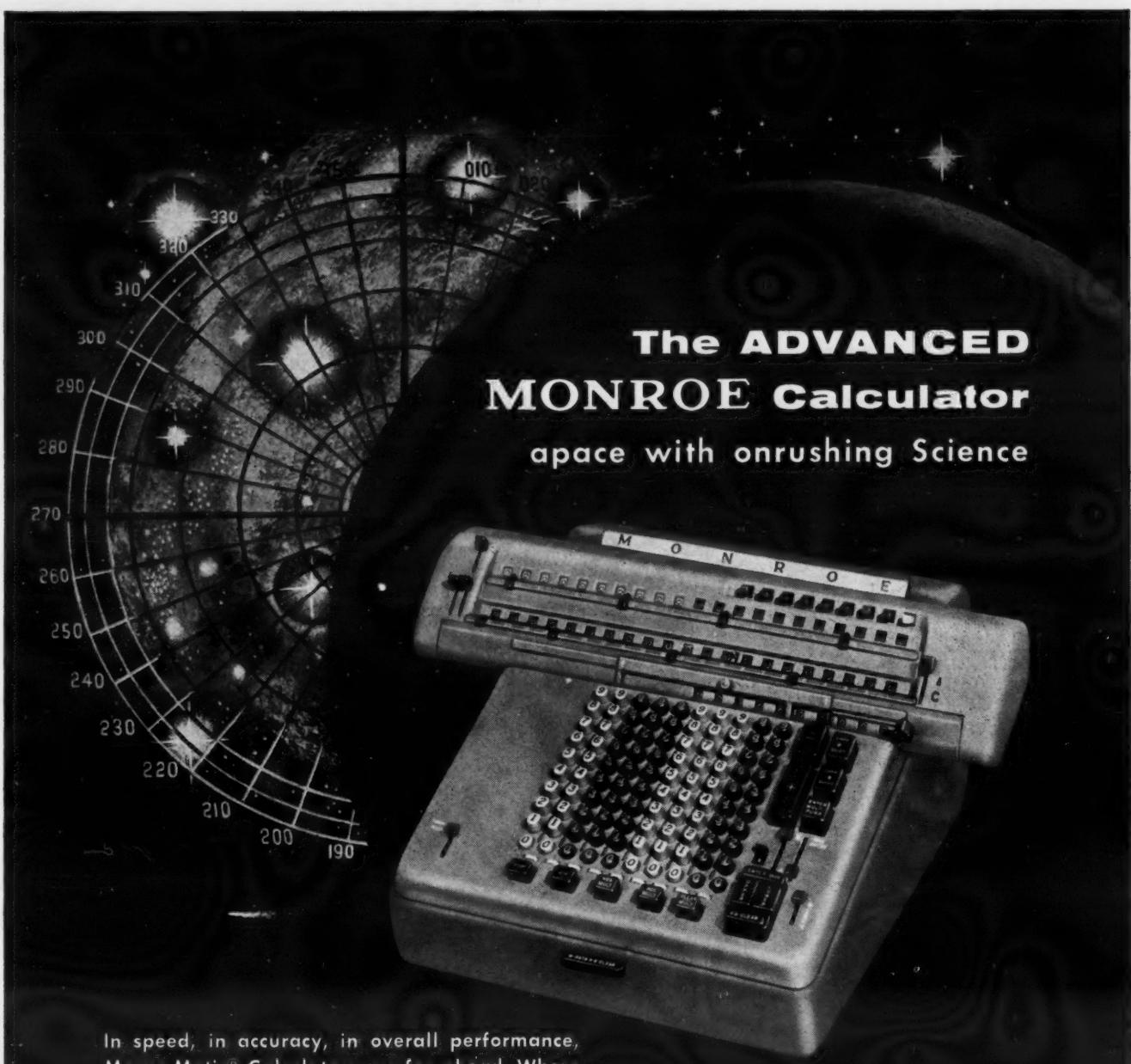
Firm _____

Street _____

City _____ Zone _____ State _____

MM-5-8

(For more information, see last page)



The ADVANCED
MONROE Calculator

apace with onrushing Science

In speed, in accuracy, in overall performance, Monroe-Matic® Calculators are far ahead. Where other calculators depend on human decision, Monroe Calculators work automatically saving time, saving money, reducing errors.

Monro-Matic Calculators are being bought today by top companies like these:



UNITED STATES
LINES

For the greatest savings...choose the world's
most advanced calculator...

See the MAN from **MONROE**

Monroe Calculating Machine Company, Inc., Orange, New Jersey
Offices for sales and service throughout the world



for CALCULATING
ADDING • ACCOUNTING
DATA PROCESSING MACHINES

(For more information, see last page)

How to hire, handle and hold a good secretary

(Continued from Page 43)

"The whole organization" she declared, "is a mish-mash. My boss never needed a secretary; he needs a file clerk. On the other hand, two other men who don't have secretaries load me up with work, and I'm torn all day trying to decide what I'm supposed to do for whom. No one in authority seems to be able to tell me."

Another alumna of ours quit her job with a manufacturing company because, as a superior typist, she was asked to re-do all the messy letters of poor typists. "I'm being penalized for being better," she complained. Here too, the office was too disorganized for anyone to step in and settle the situation.

If you want a secretary to function efficiently, you must provide an efficiently run office.

■ **Discipline:** As educators of what we hope are top-notch secretaries, we are particularly plagued these days by the laxity of some

employers when it comes to discipline. A superbly-trained young secretary who dresses immaculately, speaks courteously and performs extra chores cheerfully, and who wouldn't dream of taking a minute more than her hour for lunch, suddenly comes upon a scene where her co-workers are breaking all the rules. It's a rare girl who won't succumb to the temptation of a life of like ease.

Good secretaries, for the sake of their professional futures, react favorably to the kind of office discipline that keeps them on their toes. But, in all fairness, it should be required of everyone.

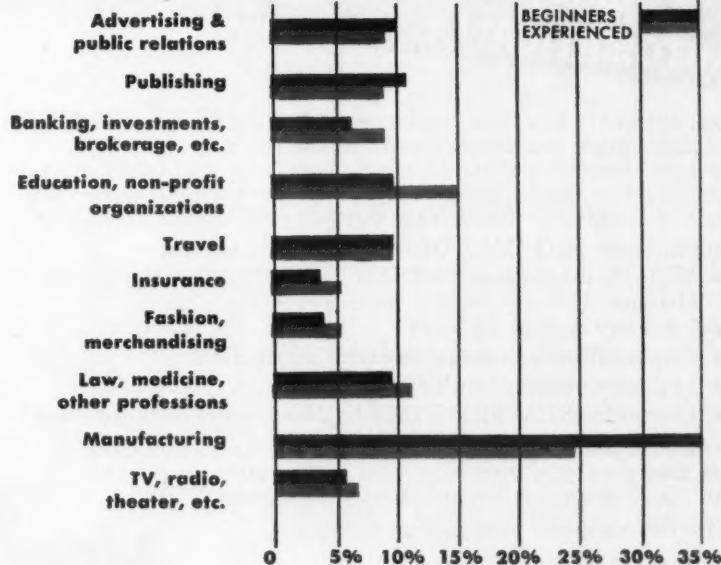
■ **Other benefits:** Tuition refund plans, saving or stock purchase plans, bonuses, and longer vacations are all plusses (pension plans don't mean much to young girls) that prevent a secretary from seeking greener pastures—but only if she's already happy with her job.

This brings us to that not-so-magic ingredient, the personal relationship between boss and secretary, which is really the foundation on which her job is built. Since, ideally, the good secretary is dedicated to her boss's advancement, what should he do to earn this devotion?

We find that the "perfect boss" is not necessarily the "nicest" man in the office, so far as his superior, subordinates, customers, buyers—or even his wife—are concerned. He does, however, have the following qualities to endear him to his secretary:

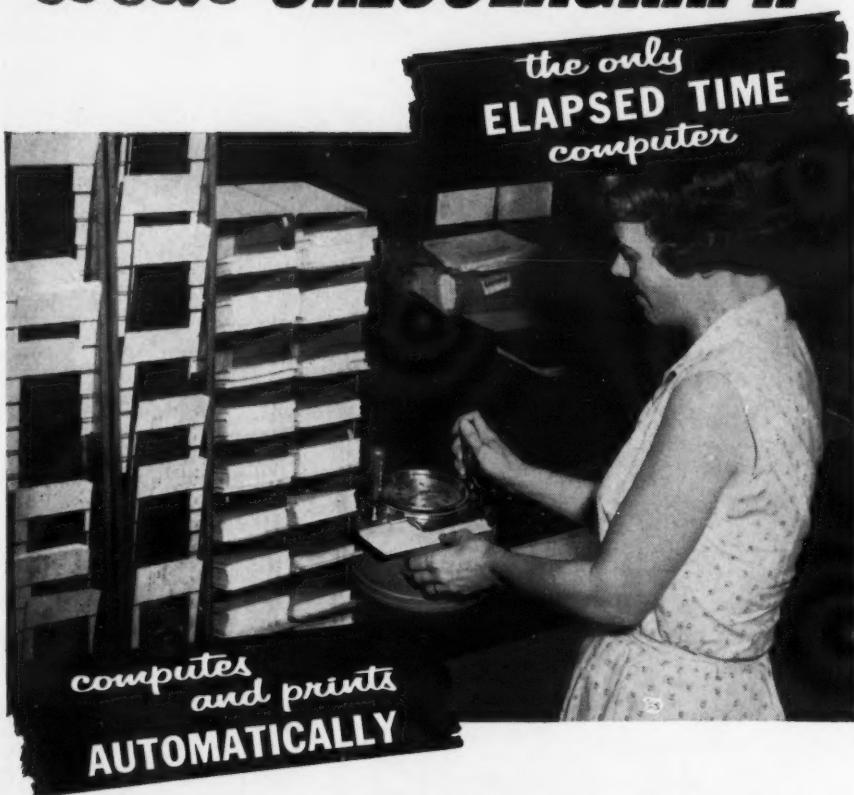
1. He respects her personally and recognizes that she has a mind. He shows his confidence by assigning chores that she can handle (answering routine correspondence, handling calls and callers) and increasing the responsibilities as she masters each challenge. Incidentally, he benefits

Where they find their jobs



This chart reflects a one-year analysis of job placements for Katharine Gibbs graduates. Note that advertising, publishing and manufacturing attract more beginners (solid bars) than experienced secretaries (grey bars).

FREE clerks for other duties
— obtain EXACT COST DATA
automatically
with CALCULAGRAPH



Now, automatically, you can have production records and exact cost data more accurately, more efficiently and more quickly when you include Calculographs in your time and cost system. You eliminate costly human errors because Calculagraph—and only Calculagraph—computes and prints ELAPSED TIME free.

Look at these BIG CALCULAGRAPH advantages—

- Will fit into your PRESENT SYSTEM without costly changes
- Uses any type of job card
- One machine can serve an entire department
- Is a self-contained unit—needs NO MASTER CLOCK
- Computes ELAPSED TIME to the minute or tenth of an hour

You'll find that Calculagraph can save clerical time, reduce costs and give you necessary cost information faster and with 100% accuracy. Investigate Calculagraph NOW.

Write for complete information today

Agents in Principal Cities

CALCULAGRAPH
Company

309 Sussex Street • Harrison, New Jersey

MANUFACTURERS OF ELAPSED TIME COMPUTERS FOR OVER 65 YEARS

(For more information, see last page)



more than she does from this attitude.

2. He goes to bat for her on matters of raises, equal rights with other secretaries, and any other reasonable matter in which she enlists his support.

3. He's honest in his criticism. When he cannot, or feels he should not support her, he says so, and why. The beginners particularly need counseling on the job, not from the personnel department, but from the boss. He should talk things over with her, pointing out ways by which she can grow on the job and thus be more helpful to him.

4. He doesn't expect her to do his job for him. A fine secretary recently quit, announcing, "My boss detests his work, so he virtually turned it over to me. I'm a secretary, not an executive, and I just couldn't make the decisions or do the work for him."

"Good secretaries, for the sake of their professional futures, react favorably to the kind of office discipline that keeps them on their toes."

5. He doesn't overwork her. Ironically, overwork is the occupational hazard of the superior secretary. It's easy for a boss to fall into a let-my-girl-do-it attitude when questions of extra work come up. Especially, if she cheerfully assumes such burdens, the employer may not recognize that inevitable last straw.

And, finally, the astute executive recognizes that secretaries don't automatically have the kind of built-in motivation to be president that, presumably, every office boy nurtures. Perhaps, if only for self-interest, the man on his way up comes equipped with a certain kind of team spirit.

In a secretary, the boss must inspire her motivation to make *him* president—or a better one. m/m



This Reader Service Section is provided to help you obtain additional information on advertisements in this issue. Simply find the appropriate key numbers in the listing and circle the corresponding numbers on one of the cards bound facing this page.

FREE READER SERVICE SECTION

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501	All-Steel Equipment, Inc. Agency: E. R. Hollingsworth & Associates	33	521	Eastern Corp. Agency: Al Paul Leffon Co., Inc.	25
502	Art Metal Construction Co. Agency: Comstock & Co.	7	522	William A. Force & Co. Agency: Philip I. Ross Co.	67
503	Automatic Electric Co. Agency: Kudner Agency, Inc.	9	523	General Aniline & Film Corp. Ozalid Div... Agency: Benton & Bowes, Inc.	11
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507	Bell & Howell, Phillipsburg Div. Agency: Philip I. Ross Co., Inc.	79	526	Greyvan Lines, Inc. Agency: Robert Conahay Inc.	2
508	Burroughs Corp. Agency: Campbell-Ewald Co.	74	527	The Edwin F. Guth Co. Agency: H. George Bloch Advertising Co.	27
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510	Calculagraph Co. Agency: Reid, Decker and Stocki, Inc.	82	529	Hamilton Mfg. Corp. Agency: Caldwell, Larkin & Sidener-Van Riper, Inc.	30
511	Cole Steel Equipment Co., Inc. Agency: Webb Associates, Inc.	53	530	E. F. Hauserman Co. Agency: Meldrum & Fowsmith, Inc.	68
512	Columbia Ribbon & Carbon Mfg. Co., Inc. Agency: E. M. Freystadt Associates, Inc.	15	531	Howe Folding Furniture, Inc. Agency: Lawrence Peskin, Inc.	65
513	Commonwealth of Pennsylvania Agency: Kastor, Farrell, Chesley & Clifford, Inc.	22	—	International Business Machines Corp. Agency: Benton & Bowles, Inc.	54-55
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517	A. B. Dick Co. Agency: Fuller & Smith & Ross, Inc.	73	535	James Lees & Sons Co. Agency: N. W. Ayer & Son, Inc.	24
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519	Dukane Corp. Agency: John Marshall Ziv Co.	21	537	Marnay Sales & Mfg. Co. Agency: Howard Wesson Co.	32
			538	Mason Box Co. Agency: Howard Wesson Co.	58

Dealers offering complete office planning



by *Leopold*
of Burlington, Iowa

ALA. Birmingham—Office Outfitters

Zac Smith Stationery Co.

Bethan—Hudson Office Supply Co.

Mobile—Waller Brothers, Inc.

ARIZ. Phoenix—PBSW Sup. & Equip.

Tucson—Howard Stofft

ARK. Little Rock—Parkin Prtg. & Stat.

Paragould—Trice Brothers, Inc.

CALIF. Anaheim—Anaheim Off. Equip.

Bakersfield—Valley Office Supply

Fresno—Healey & Popovich

Glendale—Hopper's Office Furniture

Hollywood—Hollywood Off. App. & Furn.

Los Angeles—Pacific Desk

Sacramento—Capital Office Equip.

San Bernardino—Stockwell & Binney

San Diego—Austin Safe & Desk Co.

San Francisco—Beier & Gunderson

San Jose—Kennedy Bus. Mach.

Santa Barbara—Ebersole Off. Mach.

COLO. Denver—W. H. Kistler Stat.

CONN. Hartford—Barney's of Hartford

New Haven—Joseph F. Yates, Inc.

DELA. Wilmington—Matthews Bros.

FLA. Bradenton—Bradenton Off. Equip.

Fort Lauderdale—Dean's

Thompson Office Equip. Co.

Jacksonville—Office Equip. & Sup.

Miami—Blank, Inc.

Orlando—George Stuart, Inc.

Pensacola—Pensacola Office Equip.

Pompano Beach—Raymond H. Kohl

Sarasota—Williams Co.

Tallahassee—Commercial Off. Sup.

West Palm Beach—Tucker & Johnson

GA. Atlanta—Ball-Stalker

Office Supply Company

Savannah—Kennicott Prtg. Co.

Thomasville—The Book Store

IDAHO Boise—Syms-York Co.

ILL. Chicago—Horders, Inc.

Andersen, Riley & Sava

Marshall Field & Co.

Mead & Wheeler Co.

Monroe Furniture Co.

Decatur—Haines & Essick Co.

Edwardsville—E. J. Shepherd

Forest Park—Olsen's Office Sup.

Kankakee—Byron Johnson

Moline—Carlson Bros. Inc.

Peoria—Business Equipment Co.

Quincy—Dunlap Typewriter Co.

Rockford—McFarland Office Equip.

Springfield—Jefferson Stationers

Zion—Burgess, Anderson & Tate

IND. Ft. Wayne—Lewis & Christen

O'Reilly Office Supply

Indianapolis—Wm. B. Burford Prtg.

South Bend—Business Systems

IAWA Cedar Rapids—Morris Sanford

Council Bluffs—Emarines

Des Moines—Storey-Kenworthy Co.

Dubuque—C. F. Cody Company

Marshalltown—Marshall Off. Sup.

Mason City—Yelland & Hanes

Muscatine—Lev Typewriter

Newton—Newton Office Supply Co.

Sioux City—Sioux City Stationery

Spencer—Bergstrom Office Supply

Waterloo—Latta's, Inc.

KAN. Hutchinson—Roberts Prtg.

Salina—Consolidated Prtg. & Stat.

Topeka—Thacher, Inc.

Wichita—Bauman Office Equip. Co.

KY. Lexington—Transylvania Prtg.

Louisville—O'Connors & Rague

LA. Alexandria—Garrett Off. Sup.

Baton Rouge—Louisiana Off. Sup.

Crowley—Geo. W. Rollinson & Son

Lafayette—General Office Supply

Lake Charles—Lake Charles Off. Sup.

Monroe—Standard Office Supply Co.

New Orleans—J. D. LeBlanc, Inc.

Shreveport—Castle Printing Co.

ME. Bangor—Bangor Office Supply

Portland—F. O. Bailey Co., Inc.

MD. Baltimore—American Off. Equip.

Modern Stationery Co.

Salisbury—White & Leonard

MASS. Boston—L. E. Muran

L. J. Peabody Office Furn. Co.

Framingham—H. M. Nichols & Co.

Worcester—Palley Office Supply Co.

MICH. Battle Creek—Wellever Bus. Sys.

Detroit—J. L. Hudson Co.

Kalamazoo—Dykema Office Supply

Midland—The McKay Press

Pontiac—General Prtg. & Off. Sup.

Sault Ste. Marie—Sault News Prtg.

MINN. Faribault—The Beltz Co.

Minneapolis—Miller-Davis Co.

A. Moorman & Co.

New Ulm—Kemsek Paper Co.

Owatonna—Journal-Chronicle

Rochester—Whiting Stationers, Inc.

St. Paul—McClain & Hedman Co.

MISS. Greenville—Democrat Prtg.

Greenwood—Fisher Stationery Co.

Hattiesburg—Standard Off. Sup.

Jackson—Mississippi Stationery Co.

MO. Columbia—Central Office Equip.

Joplin—Joplin Printing Co.

Kansas City—Duff & Rapp

Paplar Bluff—Poplar Bluff Printing

St. Joseph—Brown Transfer & Stor.

St. Louis—Lammett Furniture Co.

Sikeston—Scott Office Equipment

Springfield—Elkins-Swyers Co.

MONT. Billings—Gazette Printing

Great Falls—Tribune Printing & Sup.

NEB. Hastings—Hastings Typewriter

Lincoln—Latsch Brothers

Omaha—Orchard & Wilhelms Co.

N. J. Elizabeth—Bus. Furniture

Newark—Max Blau & Sons

Herbert L. Farkas Company

Trenton—Palmer, Trout & Co.

N. M. Albuquerque—Strong's Off. Supp.

N. Y. Buffalo—Hoelscher Stat.

Garden City—J. S. McHugh, Inc.

Minnea, L. J.—D. Waldner Co.

New York City—A. Blank Co.

Business Equipment Sales Co.

Clark & Gibby, Inc.

Commerce Desk Co.

Driver Desk Company

Chas. J. Lane Company

Metwood Office Equipment Corp.

Pearl Desk Co.

Regan Office Furniture Co.

A. Pearson's Sons, Inc.

Westcort Company

Niagara Falls—George H. Courier

Olean—Standard Equipment Co.

Rochester—Heinrich-Seibold Stat.

Syracuse—J. Hillsberg Safe Co.

Utica—Genesee Office Equip. Co.

N. C. Charlotte—Pound & Moore Co.

Fayetteville—Fayetteville Off.

Greensboro—Kinney-Keesee Sup.

New Bern—Owen G. Dunn Co.

Raleigh—Capitol Printing Co.

Edwards & Broughton Co.

N. D. Bismarck—Gaffaney & Shipley

Fargo—Gaffaney's Office Specialty

Grand Forks—Gaffaney's Off. Spec.

Minot—Gaffaney's Minot Stat.

Wahpeton—Globe-Gazette Prtg. Co.

OHIO Akron—Summerville's

Canton—Office Equipment Co.

Cincinnati—Globe Office Equipment

Cleveland—Randolph Desk Co.

Columbus—F. J. Heer Printing Co.

Dayton—Archie Sherer Co.

Elyria—Lorain County Stationers

Findlay—Evans Typewriter Co.

Toledo—Newell B. Newton Co.

OKLA. Ardmore—National Off. & Bank

Supply

Bartlesville—Bartlesville Stationery

Lawton—Southwestern Stat. & Bank

Sup.

Oklahoma City—House of Wren

Southwestern Stat. & Bank Sup.

Ponca City—Southwestern Stat. & Bank

Tulsa—Scott-Rice Company

Tulsa Stationery Co.

ORE. Eugene—Koke-Chapman

Portland—Kubli-Howell Co.

PA. Allentown—Royal H. Eckert

Easton—Stoltz Office Equip. Co.

Erie—Rider Office Equip. & Sup.

Gettysburg—Gettysburg Furn.

Harrisburg—Cole & Company

Kittanning—Tri-County Typewriter

New Castle—Castile Stationery Co.

Norristown—D. M. Feldman, Inc.

Philadelphia—A. Pomerantz & Co.

Pittsburgh—General Office Equip.

York—H. G. Bancroft

R. I. Providence—Providence Paper

S. D. Rapid City—Western Stationers

Sioux Falls—Midwest Beach

S. C. Columbia—A. Hines McWatters

TENN. Chattanooga—Office Equip.

Memphis—S. C. Toof Company

Nashville—Hessey Prtg. & Stat.

TEX. Abilene—Abilene Prtg. & Sta.

Amarillo—Southwestern Stat. & Bank

Supply

Austin—The Stock Company

Beaumont—E. Sazan & Son Co.

Corpus Christi—John H. Yochem Co.

Dallas—Clarke & Courts

El Paso—Norton Brothers

Fort Worth—Stafford-Lowdon Co.

Houston—Clarke & Courts

Lubbock—The Baker Company

San Antonio—Maverick-Clarke Litho

Tyler—Hixon & Ellis

Story-Wright Company

Waco—Hill Prtg. & Stationery Co.

Wichita Falls—Buchanan Stationery

UTAH Ogden—Weber Office Supply

Salt Lake City—Utah-Idaho Schi. Sup.

WASH. Seattle—Bank & Off. Equip.

Spokane—McMullen Off. Equip.

Tacoma—Puget Sound Office Equip.

W. V. Charleston—S. Spencer Moore

Huntington—Standard Prtg. & Pub.

WIS. Appleton—Sylvester & Nielsen

Green Bay—Stuebe Binding & Prtg.

LaCrosse—Swartz Office Supply Co.

Madison—Frautschi's, Inc.

Milwaukee—S. J. Olsen Co.

Oshkosh—Scharpf's, Inc.

Sheboygan—Office Supply & Prtg.

Wausau—Lippin Office Supply

WYO. Casper—Prairie Publishing

WASH. D. C. Chas. G. Stott & Co.

CAN. Calgary, Alberta—Northwest

Whole. Furniture

Vancouver—Brownlee Off. Outfit.

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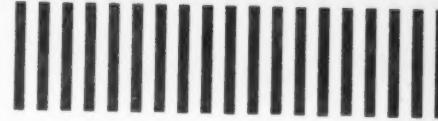
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Number of employees in firm

Type of business

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Company

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City Zone..... State.....

Number of employees in firm

Type of business

Send Management Methods for one year at \$5.00
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That Leopold Black Walnut "Magic"!

Even in a cool, restful color setting, the genuine warmth of Leopold office

furniture creates a charm all its own. Dollar for dollar and inch for inch, Leopold is the standout value on the market. But not at any price could you get in any other way the warm feeling of success that comes from carefully fashioned American Black Walnut by Leopold.

Pays for itself in increased efficiency—quickly.

For complete office planning, see your nearest dealer—listed on the facing page



by **Leopold** **of Burlington, Iowa**

CRAFTED IN THE HEART OF THE BLACK WALNUT REGION

(For more information, see page 83)

THEY GO TOGETHER

ENSEMBLE

office chairs



"THE SUPERLATIVE"



"THE 'SUPERLATIVE COMPANION'"



"THE SENIOR"

by
CRAMER



...timeless classics that
STRIKE A NEW NOTE
in Business Comfort and Decor

Enduring American Classics . . . in the tradition of Cramer style leadership. Designed to harmonize with each other and with steel or wood desks. Over 100 different colors and combinations in quality fabrics, including Naugahyde. Write for descriptive literature and name of nearest dealer.



AIRFLOW
Cramer

STANDARD OF THE
OFFICE SET

Cramer Posture Chair Company, Inc.
Dept. U 625 Adams St., Kansas City, Kans.

(For more information, see page 83)



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